

**Research Article**

**The Effect of Quiet Quitting on Job Performance: A Research on Health Sector Employees**

*Sessiz İstifanın İş Performansına Etkisi: Sağlık Sektörü Çalışanlarına Yönelik Bir Araştırma*

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|---------------------|---------------------|
| 17.04.2024          | 06.06.2024          |

**Abstract**

*Quiet quitting which has become frequently used in today's health sector, has become one of the concepts that should be addressed as a priority in the quest towards achieving United Nations Sustainable Development Goals (UN-SDG's -3 and 8), which highlights good health well-being and decent sustainable growth respectively. The quiet quitting process, which starts with the decrease in the job performance of employees who are lost in the culture of hustle and bustle, understanding employees plays a major role in achieving business goals and objectives is the core of the present study. In this context, the aim of the study is to determine the effect of quiet quitting perceptions of healthcare professionals on their job performance. To this end, the present study leverages on a survey of over 385 respondents in the health sector to operationalize the study objective. As a result of the correlation analysis between quiet quitting and job performance, a moderately significant negative relationship was found with the strength of  $r=-0.417$  and the significance level of  $p<0.05$ . The regression analysis performed to analyze the effect of quiet quitting on job performance ( $\beta=-0.306$ ;  $p<0.05$ ) determined its negative effect. Further empirical findings obtained as a result of the difference tests (T- test, ANOVA), significant differences were determined at the  $p<0.05$  significance level between gender, status, age, income and education regarding the quiet quitting of the participating healthcare workers. Additionally, significant differences were detected between gender, status, age, income and education regarding the job performances of the participating healthcare workers at the  $p<0.05$  significance level.*

**Key words:** Quiet quitting, Job performance, Management, Strategy

**Öz**

*Günümüz sağlık sektöründe sıklıkla kullanılmaya başlayan sessiz istifa öncelikli olarak ele alınması gereken kavramlardan birisi olmuştur. Koşuşturma kültürünün içinde kaybolan çalışanların iş performanslarının düşmesiyle başlayan bu süreçte çalışanları anlamak işletme hedef ve amaçlarına ulaşmada başat rol oynamaktadır. Bu bağlamda çalışma sağlık çalışanlarının sessiz istifa algılamalarının iş performansları üzerindeki etkisinin saptanmasıdır. Bu amaçla 385 sağlık sektörü çalışanına kolayda örnekleme yöntemiyle ilişkisel tarama esasıyla ulaşılarak veri seti oluşturulmuştur. Sessiz istifa ile iş performansı arasındaki yapılan korelasyon analizi sonucunda  $r=-0,417$  kuvvetinde  $p<0,05$  anlamlılık düzeyinde orta derecede anlamlı negatif bir ilişki bulunmuştur. Sessiz istifanın iş performansı üzerindeki etkisi analiz edilmesi için yapılan regresyon analizi ( $\beta=-0,306$ ;  $p<0,05$ ) negatif yönde etkisi belirlenmiştir. Yapılan fark testlerinin (t testi, ANOVA) sonucunda elde edilen bulguların sonucun da katılımcı olan sağlık çalışanlarının sessiz istifa konusunda cinsiyet, statü, yaş, gelir*

**Önerilen Atıf /Suggested Citation**

Karalınç, T., 2024, The Effect of Quiet Quitting on Job Performance: A Research on Health Sector Employees, Üçüncü Sektör Sosyal Ekonomi Dergisi, 59(2), 1008-1024.

ve eğitim arasındaki  $p<0,05$  anlamlılık düzeyindeki anlamlı farklılıklar saptanmıştır. Yapılan fark testlerinin (*t* testi, ANOVA) sonucunda elde edilen bulguların sonucun da ise katılımcı sağlık çalışanların iş performansları konusundaki cinsiyet, statü, yaş, gelir ve eğitim arasında  $p<0,05$  anlamlılık düzeyinde anlamlı farklılıklar saptanmıştır.

**Anahtar Kelimeler:** Sessiz istifa, İş performansı, Yönetim, Strateji

## 1. Introduction

The concept of quiet quitting, which became a phenomenon with Zaid Khan's TikTok video a few years ago, expresses a rebellion against the culture of hustling without quitting the job (Ratnatunga, 2022:13). It is a behavior that attacks the meaning and meaning of working with a sarcastic tone led by Generation Z through social media, like a virus. This phenomenon has been further amplified by the emergence of newer, slicker social media platforms that make it easier to showcase inspiring life scenes. This has become a movement that justifies arguing that life and career can be simplified so that you can leave more time for other searches for meaning. Generation Z, which pioneered this movement, entered the workforce with a different mentality than previous generations. Generation Z, the first group completely intertwined with smartphones and social media, has created a new understanding of the world in which the boundaries between digital and real are blurred. In this new world, declaring a distinction between economic and personal for Generation Z can also be described as a more radical action. At this point, ensuring individual effectiveness and efficiency in achieving organizational goals and objectives comes to the fore. In this context, the aim of the study is to determine the effect of quiet quitting perceptions of employees in the healthcare sector on their job performance.

Quiet resignation can be based on the theory of self-determination. Your employees Reasons for the tendency to quit work silently during the Covid-19 pandemic can provide a framework for better understanding. This theory is based on basic psychological satisfaction of needs affects self-motivation, well-being, and job performance. (Deci, Olafsen and Ryan, 2017: 20; Constantz, 2022). On the other hand, Arar, Çetiner and Yurdakul (2023) argue that silent resignation its theoretical framework; social exchange, resource conservation and generation He claimed that it could be based on his theory.

Invented in the wake of the COVID-19 pandemic, it is a concept that allows employees to simply do the job they are paid to do, without taking on additional tasks or participating in after-hours activities. This concept is clearly seen among workers who come to work with the intention of doing no more than is necessary to keep their jobs (Ratnatunga, 2022:13). Feelings of quiet quitting can be evaluated with feelings and thoughts such as lack of motivation (Yıldız and Özmenekşe, 2022:14). Quiet quitting means that employees continue their business lives by working at a minimum level in order to maintain the adequacy of the working environment (Yıkılmaz, 2022:582).

Quiet quitting does not mean that an employee quietly walks into the office with a resignation letter in hand, puts the letter on his desk, and leaves without saying a word. On the contrary, this intention is realized slowly and gradually. In this case, employees reduce their efforts to fully fulfill their psychologically controlled roles (Morrison & Beedy, 2022: 7). Not feeling valued, lack of learning and development opportunities, and lack of connection to the goals and objectives of the organization are critical to the manifestation of quiet quitting. The causes of silent turnover and employee dissatisfaction stem from three basic characteristics of every employee. Thus, it can be expressed as needs, values and goals (Harter, 2022).

Quiet quitting is carried out when the employee clearly believes that he cannot spend enough time with his family and that his job is a major obstacle to this. Employees who think this way argue that eight hours of work is enough to make a living (Lord, 2022). Employees who had a weak corporate identity and were thought to be ready to leave their jobs before the COVID-19 pandemic outbreak are now forced to make a choice due to the pandemic. This situation further strengthened the idea that employees who cannot be dismissed or resign with their own consent are not supported by their employers (Önder, 2022). In this case, employees may abandon tasks beyond their assigned duties or feel less psychologically committed to their jobs. Those who went through retirement quietly were less willing to engage in activities known as "organizational citizenship behavior" while performing their primary duties. It has become a habit for them not to be late, not to come to work early, and not to attend non-binding meetings (Klotz and Bolino, 2022). Furthermore, rapidly increasing globalization, organizations

need to employ personnel that can keep up with the competition. (Karalınç, 2022) All kinds of actions and attitudes controlled by the employee that contribute to the achievement of organizational goals and objectives can be defined as job performance. (Beğenirbaş and Turgut, 2014: 137). For organizations, the performance of a job by considering factors such as cost, quality, time, quantity and efficiency can be defined as work performance (Smith and Goddard, 2002). These elements are an employee's knowledge of how much work he has done and his success. If the results are positive as a result of the activities, it can be considered as a sign that the employee has done his job successfully and showed high performance, and if the results are negative, it can be considered as a sign that he has low performance (Özgen et al., 2002: 209).

Job performance is the evaluation of how well the employee does the job, usually other than completing the assigned task (Sykes and Venkatesh: 2017: 919). In this study, it can also be defined by the amount of goods or services produced in a certain period of time. From a personal perspective, it is the efficiency and effectiveness shown in achieving goals and objectives (Tutar and Altınöz, 2010:201).

Job performance is the result of employee behavior, which is one of the important elements in evaluating employees on an individual basis. Organizational success/failure is directly related to employees' job performance. This situation includes not only work-oriented behaviors but also non-work-oriented behaviors (Aşık, 2016: 26). These behaviors not only enable the employee to do what is asked of him/her in the desired manner and to be successful, but also a source of happiness, self-confidence and satisfaction for the employee. In this context, it can be considered to be among the basic antecedents of individual results such as job performance, high returns, a good career and social reputation (Çalışkan, 2018: 108).

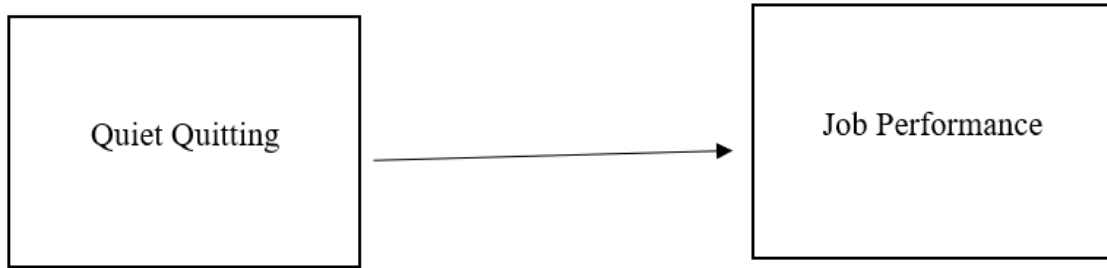
When the definitions of job performance are examined, the adaptation of organizational members to organizational goals, determined behavioral patterns, quality of work and individual skills, abilities, etc. brings the concepts to the fore. Although there are studies claiming that the number of sub-factors of job performance is higher, it has been examined by some researchers with two sub-factors, generally in the form of task-contextual performance (Boz et al., 2021: 347). Task performance sub-factor is written tasks in achieving organizational goals and objectives. The contextual performance sub-factor is related to the employee's adherence to verbal and written rules, which he voluntarily performs outside his duty, related to the effective performance of the task (Díaz-Vilela et al., 2015: 2-3).

Job performance is not only about employees' direct focus on their work, but also about paying attention to tasks that may occur indirectly (Motowidlo, 2000). Achieving this care is possible through behaviors and actions based on organizational goals. It is the extent to which the person doing the work has achieved the goals and objectives of doing the job by performing and completing the specified tasks. At the same time, it is a concrete-abstract expression of which elements of the job are achieved towards the intended goals. In this respect, its performance; It should be evaluated by taking into account the amount, quality, time and cost of the work done (Campell, 1990: 687). Employee performance is an important criterion in achieving the goals and objectives of the organization. Thanks to employees with high performance, organizational performance can also increase (Turunç and Çelik, 2010: 165). In summary, The purpose of this study is to determine the influence that employees' perceptions of silent quitting have on their performance on the job in the healthcare industry. To this end, the present study explore the dynamic of quiet quitting, which became a phenomenon from the context of health sector from the lens of primary survey questionnaire for onward policy formulation and crafting for related stakeholders.

## 2. Research method

This study was conducted with volunteer healthcare workers. Ethics committee approval (09.02.2024 / 2024-02) was obtained from İstanbul Gelisim University Ethics Committee for the purpose of carrying out this study approval. Thus, the purpose of this study is to assess the impact that silent quitting has on job performance by conducting a survey of healthcare professionals applying the convenience sampling and relational screening approach drawing motivation from (Gürbüz and Şahin (2017) emphasized that the sample size should be 383 for a universe of 100,000 people at a 5% confidence level. In this context, research examples show that the voluntary work support of 385 employees is deemed sufficient and appropriate. This dataset was created with 385 healthcare professionals via Google Forms, email, and face-to-face interviews.

In addition to 2 scales, data created to include demographic expressions were used in the research. The Quiet Quitting Scale was developed by Boz, Duran, Karayaman and Deniz (2023) and consists of 25 statements. The job performance scale is based on Staples et al. (1999) developed and used in the study of Yücekaya and İmamoğlu (2020). It is a scale consisting of 4 statements. Additionally, demographic questions consisting of 5 statements were added to the survey. A total of 385 healthcare workers completed the survey, which included 29 5-point (Likert type) statements (1. Strongly Disagree, - 5. Strongly Agree) and 5 statements containing demographic information. The analysis of the research was done with the SPSS (22.0) statistical program. In the analyses, statistical significance level was sought as  $p < 0.05$ . Reliability analysis, sample adequacy test, factor analysis, T-test, ANOVA, correlation and regression analysis were performed to evaluate the data in line with the hypotheses.



**Figure 1: Model schematic**

Hypotheses of the research;

H1: Quiet quitting; has a significant impact on business performance

H2: There are significant differences between demographic variables and quiet quitting

H3: There are significant differences between demographic variables and job performance

### 3. Research findings

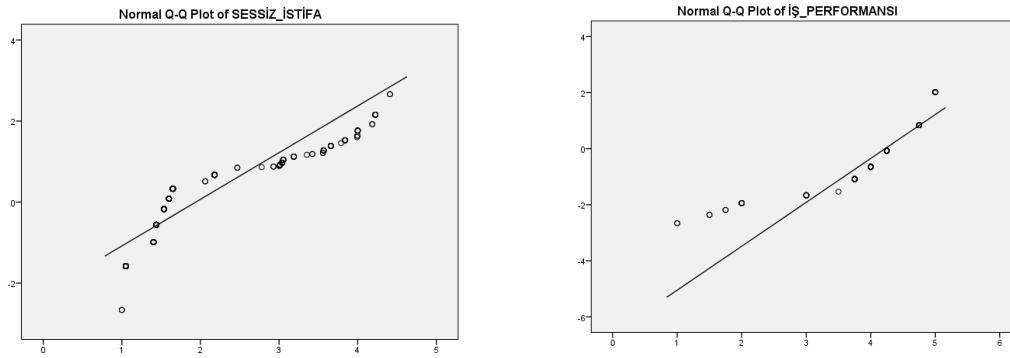
In this section, demographic information of 385 health sector workers in the data set suitable for analysis, reliability analysis of the scales, frequency distribution, difference tests, factor analysis, correlation and regression analysis, etc. Its interpretation is included. In addition, descriptive statistical analyzes of demographic variables were performed.

**Table 1: Demographic features**

| Gender        | N   | %    | Valid% | Age          | n   | %    | Valid% |
|---------------|-----|------|--------|--------------|-----|------|--------|
| Female        | 215 | 55,8 | 55,8   | 18-23        | 58  | 15,1 | 15,1   |
| Male          | 170 | 44,2 | 44,2   | 24-43        | 232 | 60,3 | 60,3   |
| Education     | N   | %    | Valid% | 44-58        | 95  | 24,7 | 24,7   |
| High School   | 129 | 33,5 | 33,5   | Status       | n   | %    | Valid% |
| Assoc. Degree | 122 | 31,7 | 31,7   | Blue collar  | 233 | 60,5 | 60,5   |
| BA            | 88  | 22,9 | 22,9   | White collar | 152 | 39,5 | 39,5   |
| MA            | 46  | 11,9 | 11,9   |              |     |      |        |

Source: authors compilation

Most of the health sector participants are women (55.8%), their age (60.3% in the 24-43 age group), education (33.5% high school), status (60.5% blue collar) has been detected.

**Figure 1. Normal distribution plots**

Bryne (2010) stated that the data has a normal distribution if the skewness of the data set is between -2 and +2 and the kurtosis is between -7 and +7. In this context, it was determined that the data of the quiet quitting and job performance scale showed a normal distribution.

**Table 2: Quiet quitting scale factor analysis**

| Item | Loading |      |      |      |      | Cronbach alpha ( $\alpha$ ) | KMO.Barlett |
|------|---------|------|------|------|------|-----------------------------|-------------|
|      | 1       | 2    | 3    | 4    | 5    |                             |             |
| Q01  | ,947    |      |      |      |      | 0,966                       | 0,759       |
| Q02  | ,897    |      |      |      |      |                             |             |
| Q05  | ,868    |      |      |      |      |                             |             |
| Q03  | ,812    |      |      |      |      |                             |             |
| Q04  | ,804    |      |      |      |      |                             |             |
| Q07  | ,627    |      |      |      |      |                             |             |
| Q06  | ,615    |      |      |      |      |                             |             |
| Q08  |         | ,907 |      |      |      |                             |             |
| Q09  |         | ,846 |      |      |      |                             |             |
| Q10  |         | ,683 |      |      |      |                             |             |
| Q12  |         | ,652 |      |      |      |                             |             |
| Q11  |         | ,638 |      |      |      |                             |             |
| Q17  |         |      | ,895 |      |      |                             |             |
| Q18  |         |      | ,826 |      |      |                             |             |
| Q19  |         |      | ,715 |      |      |                             |             |
| Q20  |         |      | ,711 |      |      |                             |             |
| Q21  |         |      | ,652 |      |      |                             |             |
| Q13  |         |      |      | ,954 |      |                             |             |
| Q14  |         |      |      | ,811 |      |                             |             |
| Q15  |         |      |      | ,633 |      |                             |             |
| Q16  |         |      |      | ,559 |      |                             |             |
| Q22  |         |      |      |      | ,880 |                             |             |

|     |  |  |  |  |      |  |  |
|-----|--|--|--|--|------|--|--|
| Q23 |  |  |  |  | ,687 |  |  |
| Q24 |  |  |  |  | ,687 |  |  |
| Q25 |  |  |  |  | ,578 |  |  |

Source: authors compilation

It was determined that the item load values in the 25-statement and 5-factor structure of the quiet quitting scale were between 0.559 and 0.954. As a result of the reliability analysis of the quiet quitting scale ( $\alpha=0.966$ ), it was determined that it was quite reliable (Büyüköztürk, 2007). Although the KMO Bartlett test data set's suitability for factor analysis and the accepted limit in sample adequacy analysis is 0.50, the values are between 0.80 and 1.00, which indicates that it is very reliable (Kalaycı, 2010). The result of the quiet quitting scale is (0.759) which highlights the fact that the sample achieved a score of 0.759 on the silent quitting scale indicates that it is satisfactory and appropriate for factor analysis.

**Table 3: Job performance scale factor analysis**

| Items | Loading | Cronbach alpha ( $\alpha$ ) | KMO.Barlett |
|-------|---------|-----------------------------|-------------|
|       | 1       |                             |             |
| JP03  | ,893    | 0,709                       | 0,512       |
| JP01  | ,758    |                             |             |
| JP02  | ,694    |                             |             |
| JP04  | ,602    |                             |             |

Source: authors compilation

It was determined that the item load values in the 4-expression and single-factor structure of the job performance scale were between 0.602 and 0.893. As a result of the reliability analysis of the job performance scale ( $\alpha=0.709$ ), it was determined that it was reliable (Büyüköztürk, 2007). Although the accepted limit of the KMO Bartlett test data set for factor analysis and sample adequacy analysis is 0.50, the fact that the values are between 0.50 and 0.70 indicates that it is sufficiently reliable (Kalaycı, 2010). The result of the job performance scale (0.512) outlines that the sample is adequate and appropriate for factor analysis

**Table 4: T-test analysis**

| Gender          | Gender       | N   | Mean   | SD     | p     |
|-----------------|--------------|-----|--------|--------|-------|
| Quiet Quitting  | Female       | 215 | 2,1290 | ,92659 | 0,000 |
|                 | Male         | 170 | 1,7021 | ,72337 |       |
| Job Performance | Female       | 215 | 4,3081 | ,79359 | 0,000 |
|                 | Male         | 170 | 4,1176 | ,32881 |       |
| Status          | Status       | N   | Mean   | SD     |       |
| Quiet Quitting  | Blue Collar  | 233 | 2,2113 | ,89171 | 0,000 |
|                 | White Collar | 152 | 1,5255 | ,63941 |       |
| Job Performance | Blue Collar  | 233 | 4,0139 | ,70906 | 0,000 |
|                 | White Collar | 152 | 4,5461 | ,30234 |       |

Source: authors compilation

According to the table, it was determined that there was a negative significant difference between male healthcare workers and female healthcare workers regarding quiet quitting at the  $p<0.05$  level of

significance, and that there was a negative significant difference between white-collar healthcare workers and blue-collar healthcare workers.

According to the table, it was determined that there was a positive significant difference in the job performance of female healthcare workers compared to male healthcare workers at the  $p<0.05$  level of significance, and that white-collar healthcare workers had a positive significant difference compared to blue-collar healthcare workers.

**Table 5: ANOVA (Age, education, income)**

| <b>Age</b>       |                | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>p</b> |
|------------------|----------------|-----------------------|-----------|--------------------|----------|----------|
| Quiet Quitting   | Between Groups | 48,181                | 2         | 24,090             | 38,140   | ,000     |
|                  | Within Groups  | 241,284               | 382       | ,632               |          |          |
|                  | Total          | 289,465               | 384       |                    |          |          |
| Job Performance  | Between Groups | 40,812                | 2         | 20,406             | 67,385   | ,000     |
|                  | Within Groups  | 115,679               | 382       | ,303               |          |          |
|                  | Total          | 156,490               | 384       |                    |          |          |
| <b>Education</b> |                | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>p</b> |
| Quiet Quitting   | Between Groups | 19,583                | 3         | 6,528              | 9,215    | ,000     |
|                  | Within Groups  | 269,883               | 381       | ,708               |          |          |
|                  | Total          | 289,465               | 384       |                    |          |          |
| Job Performance  | Between Groups | 22,450                | 3         | 7,483              | 21,271   | ,000     |
|                  | Within Groups  | 134,040               | 381       | ,352               |          |          |
|                  | Total          | 156,490               | 384       |                    |          |          |
| <b>Income</b>    |                | <b>Karel.top.</b>     | <b>df</b> | <b>Karel.ort</b>   | <b>F</b> | <b>p</b> |
| Quiet Quitting   | Between Groups | 104,944               | 3         | 34,981             | 72,230   | ,000     |
|                  | Within Groups  | 184,521               | 381       | ,484               |          |          |
|                  | Total          | 289,465               | 384       |                    |          |          |
| Job Performance  | Between Groups | 38,560                | 3         | 12,853             | 41,526   | ,000     |
|                  | Within Groups  | 117,930               | 381       | ,310               |          |          |
|                  | Total          | 156,490               | 384       |                    |          |          |

Source: authors compilation

ANOVA test is used to determine whether the averages between more than two sample groups differ at the significance level (Kalaycı, 2010:131). According to the table, it was determined that there was a significant difference between the age, education and income of the participating healthcare workers regarding quiet quitting and job performance at the  $p<0.05$  significance level.

**Table 6: Correlation test analysis**

| Correlation     |            | Quiet Quitting | Job Performance |
|-----------------|------------|----------------|-----------------|
| Quiet Quitting  | Pearson C. | 1              | -,417**         |
|                 | Sig. (2)   |                | ,000            |
|                 | N          | 385            | 385             |
| Job Performance | Pearson C. | -,417**        | 1               |
|                 | Sig. (2-)  | ,000           |                 |
|                 | N          | 385            | 385             |

Source: authors compilation

As a preliminary analysis, the present study set off with correlation analysis. When it comes to determining the causation of the link between variables, correlation analysis offers preliminary information that must be considered. According to Gurbuz and Şahin (2014), the correlation coefficient is represented by the symbol "r" and can take on values ranging from -1 to +1. After doing the correlation study, it was established that there exists a negative association between silent quitting and job performance. This relationship was found to be significant at a medium level, with a strength of -0.417 and a significance level of  $p < 0.05$ .

**Table 7: Regression analysis**

| Model |                | Nonstandard |            | Standardised | t      | Sig. | F      |
|-------|----------------|-------------|------------|--------------|--------|------|--------|
|       |                | B           | Std. Error | Beta         |        |      |        |
| 1     | (Constant)     | 4,819       | ,073       |              | 66,386 | ,000 | 80,531 |
|       | Quiet Quitting | -,306       | ,034       | -,417        | -8,974 | ,000 |        |

a. Job performance=4,819+(-0,306\*quiet quitting)

Source: authors compilation

According to Guriş and Çağlayan (2005), regression analysis is a scientific method that is employed to examine the interactions that occur between variables and to provide an explanation for the change that occurs in one of the two variables in relation to the other. It is used to test the effect of the independent variable on the dependent variable by making it constant (Kalaycı, 2010:259-269). In this analysis, R<sup>2</sup> refers to the amount of change in the dependent variable that can be explained by the independent variable. F refers to whether the regression analysis is significant or not ( $p < .05$ ).  $\beta$  is used to control for the effect of the independent variable on the dependent variable. (269)." Following the completion of the analysis, it has been determined that the model between silent quitting and work performance is statistically significant ( $F=80.531$ ;  $p < 0.05$ ). The value of the coefficient of determination was determined to be 0.174, and the explanation for the change in job performance that can be attributed to silent resigning is 17.4%.

**Table 8: Results of hypotheses**

| Hypotheses                                                                              | Conclusion |
|-----------------------------------------------------------------------------------------|------------|
| H1: Quiet quitting; having a significant impact on job performance                      | Accepted   |
| H2: There is a significant difference between demographic variables and quiet quitting  | Accepted   |
| H3: There is a significant difference between demographic variables and job performance | Accepted   |

Source: authors compilation

#### 4. Discussion of the results

This study is to determine the effect of quiet quitting perceptions of healthcare sector employees on their job performance. For this purpose, a data set was created by reaching 385 health sector employees on the basis of relational scanning using the convenience sampling method. The correlation analysis between quiet quitting and job performance revealed a negative, moderately significant relationship with a strength of  $r=-0.417$  (at the  $p<0.05$  significance level). The regression analysis performed to analyze the effect of quiet quitting on job performance ( $\beta=-0.306$ ;  $p<0.05$ ) revealed a negative effect. No studies on quiet quitting and job performance have been found in the literature. However, some studies that investigate the relationship and impact between negative organizational behaviors (burnout, stress, cynicism, role ambiguity, exclusion, mobbing, violence, etc.) and job performance and support this study can be summarized as follows;

Sonnentag (2002) suggested that emotional exhaustion, the burnout subscale, has a negatively significant relationship with individual performance. Pehlivan (2008) argued that as organizational silence deepens, employee productivity, development and employee performance will decrease significantly. Batiste (2024) stated that there is no single primary reason for employees' decision to resign. Caillier (2010) stated that the role ambiguity of public institution employees negatively affects the job performance of employees. Wu et al. (2011) state that organizational ostracism causes low job performance and organizational behavior and has a damaging effect on organizations. Deb and Biswas (2011) stated that excessive stress can negatively affect teamwork, employee performance, team performance, work relationships, cooperation among team members, and team spirit. Zhao et al. (2013) suggested that ostracism in the workplace causes employees' unhappiness, inappropriate behavior in the workplace, intention to leave the job, and decreased job performance. Dobbs (2014) argued that when the leader adopts a hostile attitude towards someone in the group, it causes employees to deteriorate their work performance and morale, and they also experience high levels of anxiety, burnout, depression and work-family conflict, in addition to decreased self-efficacy and frequent health complaints.

Aktan (2015) emphasizes that learned helplessness causes employees to lose performance and become passive. (Özan et al., 2023: 502) Role conflict, family problems and problems in the work environment will negatively affect employees, causing anxiety and stress, and these situations will cause unrest and unhappiness, affecting work motivation and causing alienation from work.

(Lo et al., 2024) states that emotional labor and organizational climate have a significant impact on work participation, organizational commitment and, ultimately, service quality. Reyhanoğlu and Akın (2016) emphasized that toxic leaders have a negative effect on employees in the organization and reduce their performance. Başı and Süzen (2023) stated that the concept of justice in managers' decisions and practices is perceived positively by employees. Yean and Yusof (2016) claimed that if employees' perception of organizational justice is positive, it causes them to be happier and more productive, show high performance and trust their managers. Otherwise, he stated that a decrease in performance, a decrease in job satisfaction and commitment to the job, and the intention to leave the job arise. Karalınç (2020) stated that a correct organizational climate created by increasing the success and motivation of employees is one of the main elements that lead businesses to success. Naeem, Jamal, Riaz (2017) suggested that the satisfaction of employees in performance evaluation has a negative relationship with their intention to leave. İşcan and Moç (2018) stated that the negative working environment created by presenteeism behavior resulting from manager arrogance may cause a decrease in work performance and, accordingly, a decrease in productivity. Boz et al. (2019) stated that there is a negative relationship between employees' perception of mobbing and job performance. Serenko (2024) stated that employees quietly resign due to their weak external motivation, burnout, and grudge against their managers or workplace. Nafei (2019) claimed that toxic leaders in hospitals reduce employees' job satisfaction, employee performance, and organizational commitment.

Pandey (2019) stated that factors such as work-related stress, role stress, role conflict, role ambiguity, role overload, family work conflict, family rudeness, disagreements in the family and spouse aggression are factors that have negative effects on job performance. Tüfekçi (2019) found that emotional exhaustion and depersonalization, the sub-dimensions of burnout, had a weakly negative and significant

relationship with job performance. Karakuş (2019) suggested that the professional burnout level of participating healthcare professionals had a negative impact on their work performance. Altınbay (2021) stated that the burnout of female certified public accountants (CPAs) negatively affects their job performance (task, context). Nebioğlu and Tuna (2022) suggested that toxic leadership has a negative effect on business performance. Çepni (2023) suggested that organizational support and job stress have a significant impact on employee performance and are an important factor in increasing performance. Uğan and Akbolat (2023) claimed that exposure to violence of healthcare workers has a direct effect on their job performance, and that the fear of violence plays a partial mediator role in this effect, reducing the effect of exposure to violence on job performance.

### **5. Conclusion and recommendations**

Correctly understanding the reactions of employees who are dissatisfied with their jobs is very important in the sustainability of institutions. The concept of quiet quitting includes reactive behaviors such as employees neglecting their work, turning a blind eye to worsening conditions, chronic absenteeism, being late, reducing workload, and increasing defect rates in products and services. Business performance achieved as a result of efficient and effective product-service production is possible by preventing quiet quitting behaviors. In today's business world, Generation Z believes that making extra effort beyond the tasks assigned to them is a waste of time. Employees who have expectations such as promotions and raises to take on additional responsibilities feel worthless and their performance may decrease if the employer does not meet their demands. For this reason, the concept of quiet quitting, which has recently become widespread especially among young employees, should be considered together with the concept of dismissal, which has become a practice.

As an important service provider, the healthcare industry requires employees to communicate regularly with their customers. Employees who are in constant contact with customers should see that customer satisfaction will translate into business performance. In this process, which starts with the decrease in the job performance of employees who are lost in the culture of hustle and bustle, understanding employees plays a major role in achieving business goals and objectives. In this context, the aim of the study is to determine the effect of quiet quitting perceptions of healthcare professionals on their job performance. For this purpose, a data set was created by reaching 385 health sector employees on the basis of relational scanning using the convenience sampling method. The correlation analysis between quiet quitting and job performance revealed a negative, moderately significant relationship at the  $r = -0.417$  strength and  $p < 0.05$  significance level. The regression analysis performed to analyze the effect of quiet quitting on job performance ( $\beta = -0.306$ ;  $p < 0.05$ ) revealed a negative effect. With the t test and ANOVA, a significant difference was detected between gender ( $p = 0.00$ ), status ( $p = 0.00$ ), age ( $p = 0.00$ ), education ( $p = 0.00$ ), and income ( $p = 0.00$ ) regarding quiet quitting and job performance. As a result of the findings, the following suggestions can be made to sector managers and employees and to the private sector and its employees in order to provide inferences;

- Removing the obstacles that prevent managers from using organizational support elements for employees,
- Managers apply empathy and compassion in their communication with employees without ignoring them,
- Holding meetings where managers can align the goals and objectives of the business with the employees' own goals and objectives and appeal to the emotions of the employees,
- Employing employees suitable for the job by employing managers in jobs related to the employees' areas of expertise,
- Developing policies to ensure cooperation of employees in internal and external environments,
- Creating an appropriate organizational climate where employees' suggestions and requests can be easily shared,
- Adopting open door policies where employees' suggestions and requests can be shared,
- Managers receive emotional intelligence training to understand the basic human needs of employees,

- Employees may be advised to sincerely present above-role behaviors in line with the needs of the organization.

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**Araştırma Makalesi**

**The Effect of Quiet Quitting on Job Performance: A Research on Health Sector Employees**

*Sessiz İstifanın İş Performansına Etkisi: Sağlık Sektörü Çalışanlarına Yönelik Bir Araştırma*

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**Genişletilmiş Özet**

Günümüz sağlık sektöründe sıklıkla kullanılmaya başlayan sessiz istifa öncelikli olarak ele alınması gereken kavramlardan birisi olmuştur. Koşuşturma kültürünün içinde kaybolan çalışanların iş performanslarının düşmesiyle başlayan bu süreçte çalışanları anlamak işletme hedef ve amaçlarına ulaşmada başat rol oynamaktadır. Bu bağlamda çalışma sağlık çalışanlarının sessiz istifa algılamalarının iş performansları üzerindeki etkisinin saptanmasıdır. Bu amaçla 385 sağlık sektörü çalışanına kolayda örneklem yöntemiyle ilişkisel tarama esasıyla ulaşılarak veri seti oluşturulmuştur. Sessiz istifa ile iş performansı arasındaki yapılan korelasyon analizi sonucunda  $r=-0,417$  kuvvetinde  $p<0,05$  anlamlılık düzeyinde orta derecede anlamlı negatif bir ilişki bulunmuştur. Sessiz istifanın iş performansı üzerindeki etkisi analiz edilmesi için yapılan regresyon analizi ( $\beta=-0,306$ ;  $p<0,05$ ) negatif yönde etkisi belirlenmiştir. Yapılan fark testlerinin (t testi, ANOVA) sonucunda elde edilen bulguların sonucun da katılımcı olan sağlık çalışanlarının sessiz istifa konusunda cinsiyet, statü, yaş, gelir ve eğitim arasındaki  $p<0,05$  anlamlılık düzeyindeki anlamlı farklılıklar saptanmıştır. Yapılan fark testlerinin (t testi, ANOVA) sonucunda elde edilen bulguların sonucun da ise katılımcı sağlık çalışanların iş performansları konusundaki cinsiyet, statü, yaş, gelir ve eğitim arasında  $p<0,05$  anlamlılık düzeyinde anlamlı farklılıklar saptanmıştır.

Bu çalışma sağlık sektörü çalışanlarının sessiz istifa algılamalarının iş performansları üzerindeki etkisinin saptanmasıdır. Bu amaçla 385 sağlık sektörü çalışanına kolayda örneklem yöntemiyle ilişkisel tarama esasıyla ulaşılarak veri seti oluşturulmuştur. Sessiz istifayla iş performansı arasında yapılan korelasyon analizi  $r=-0,417$  kuvvetinde ( $p<0,05$  anlamlılık düzeyinde) negatif yönlü orta düzeyli anlamlı ilişki saptanmıştır. Sessiz istifanın iş performansı üzerindeki etkisinin analiz edilmesi için yapılan regresyon analizi ( $\beta=-0,306$ ;  $p<0,05$ ) negatif yönde etkisi saptanmıştır. Alanyazında sessiz istifa ve iş performansı ile ilgili çalışmaya rastlanmamıştır. Ancak negatif örgütsel davranışlar (tükenmişlik, stres, sinizm, rol belirsizliği, dışlanma, mobbing, şiddet vb.) ile iş performansı arasındaki ilişki ve etkiyi araştıran ve bu çalışmayı destekleyici bazı çalışmalar şöyle özetlenebilir;

Sonnentag (2002) tükenmişlik alt boyutu duygusal tükenmenin bireysel performansla negatif yönde anlamlı ilişkisi olduğunu ileri sürmüştür. Pehlivan (2008) örgütsel sessizlik derinleştikçe çalışanın verimliliği, gelişimi ve çalışan performansı kayda değer derecede düşüreceğini ileri sürmüştür. Batiste (2024) Çalışanların istifa kararının tek bir birincil nedeninin olmadığını belirtmiştir. Caillier (2010) kamu kurumu çalışanların rol belirsizliğinin çalışanların iş performansını olumsuz etkilediğini ifade etmiştir. Wu vd. (2011) örgütsel dışlanmanın düşük iş performansı ve örgütsel davranışa sebep olduğunu ve organizasyonlara zarar verici bir etkisi olduğunu belirtmektedir. Deb ve Biswas (2011), aşırı stresin ekip çalışmasını, çalışan performansını, ekip performansını, iş ilişkilerini, ekip üyeleri arasındaki

işbirliğini ve ekip ruhunu olumsuz yönde etkileyebileceğini belirtmiştir. Zhao vd. (2013) işyerinde dışlanmanın, çalışanların mutsuzluğuna, işyerinde uygunsuz davranışlar sergilemesine, işten ayrılma niyetine ve iş performansın düşmesine neden olduğunu ileri sürmüştür. Dobbs (2014) liderin gruptan birine düşmanca tavır takınmasıyla çalışanların iş performansı ile morallerinde bozulmaya neden olduğunu, ayrıca azalan öz-yeterlik ve sık sağlık şikâyetlerine ilave olarak yüksek düzeyde kaygı, tükenmişlik, depresyon ve iş-aile çatışması yaşadıklarını ileri sürmüştür. Aktan (2015) öğrenilmiş çaresizliğin çalışanların performans düşüklüğüne ve pasifleşmesine neden olduğunu vurgulanmaktadır. (Özan vd., 2023: 502) Rol çatışması, aile içi sorunlar ve iş ortamındaki sorunlar çalışanları olumsuz etkileyerek, kaygıya ve stres olmalarına neden olacak ve bu durumlar huzursuzlukların ve mutsuzluğun oluşmasına neden olarak iş motivasyonunu etkileyecek ve işe yabancılaşmaya neden olacaktır.

(Lo vd., 2024) Duygusal emeğin ve örgütsel iklimin işe katılım, örgütsel bağlılık ve sonuç olarak hizmet kalitesi üzerindeki belirgin etkisinin olduğunu belirtmektedir. Reyhanoğlu ve Akın (2016) toksik liderlerin kurumda çalışanları olumsuz yönde etkileyerek çalışanların performansını azaltıcı etkisi olduğunu vurgulamıştır. Başal ve Süzen (2023) Yöneticilerin karar ve uygulamalarında adalet kavramı çalışanlar tarafından olumlu biçimde algılandığını belirtmiştir. Yean ve Yusof (2016) çalışanların örgütsel adalete dair algısının olumlu olması durumunda daha mutlu ve verimli olmasına, yüksek performans göstermesine ve yöneticisine güven duymasına yol açtığını iddia etmiştir. Aksi durumda ise performans düşüşü, iş tatmininde ve işe bağlılıkta azalmayla işten ayrılma niyeti ortaya çıkarttığını ifade etmiştir. Karalınç (2020) Çalışanların başarı ve motivasyonunu arttırarak oluşturulacak doğru bir örgüt iklimi işletmeleri başarıya götüren ana unsurlardan birisinin olduğunu belirtmiş. Naeem, Jamal, Riaz (2017) çalışanların performans değerlendirilmesinde elde ettikleri tatminin işten ayrılma niyetiyle olumsuz ilişkisi olduğu ileri sürmüştür. İşcan ve Moç (2018) yönetici kibriyle ortaya çıkan presenteizm davranışının yaratacağı olumsuz çalışma ortamının, iş performansının azalmasına ve buna bağlı olarak verimliliğin düşmesine sebep olabileceğini belirtmiştir. Boz vd. (2019) çalışanların mobbing algısıyla iş performansı arasında negatif yönde ilişkinin var olduğunu belirtmiştir. Serenko (2024) Çalışanların, zayıf dışsal motivasyonları, tükenmişlikleri ve yöneticilerine ya da işyerlerine karşı duydukları kin nedeniyle sessizce istifa ettiklerini belirtmiştir. Nafei (2019) hastanelerindeki toksik liderlerin çalışanların iş tatminini, çalışan performansını ve örgütsel bağlılığı azalttığını iddia etmiştir. Pandey (2019) işten kaynaklı stres, rol stresi, rol çatışması, rol belirsizliği, aşırı rol yükleme, aile iş çatışması, aile kabalığı, ailedeki fikir ayrılıkları ve eş saldırganlığı gibi faktörlerin iş performansı üzerinde olumsuz etkileri olan unsurlar olarak belirtmiştir. Tüfekçi (2019) tükenmişliğin alt boyutu duygusal tükenme ve duyarsızlaşmanın iş performansı arasında negatif yönde zayıf düzeyde anlamlı ilişki olduğu bulgulanmıştır. Karakuş (2019) katılımcı sağlık çalışanlarının mesleki tükenmişlik düzeyinin çalışma performansını negatif yönlü etkisi olduğunu ileri sürmüştür. Altınbay (2021) kadın serbest muhasebeci mali müşavirlerin (SMMM) tükenmişliklerinin iş performanslarını (görev, bağlamsal) negatif yönlü etkilediğini ifade etmiştir. Nebioğlu ve Tuna (2022) toksik liderliğin iş performansının üzerinde negatif yönde etkisi olduğunu ileri sürmüştür. Çepni (2023) örgütsel desteğin ve iş stresinin çalışan performansı için önemli şekilde etkilediğini ve performansın artırılmasında önemli bir etken olduğunu ileri sürmüştür. Uğan ve Akbolat (2023) sağlık çalışanlarının şiddete maruz kalmasının iş performansları üzerinde doğrudan etkili olduğu, bu etkide şiddet görme korkusunun kısmi aracılık rolünü oynayarak şiddete maruz kalmanın iş performansı üzerinde etkisini azalttığını iddia etmiştir.

İşinden memnun olmayan çalışanların verdikleri tepkileri doğru anlamak kurumların sürdürülebilirliğinde oldukça önemlidir. Sessiz istifa kavramı çalışanların işlerini ihmal etme, koşulların kötüleşmesine göz yumması, kronik devamsızlık, geç kalma, iş yükünün azaltılması ve ürün ve hizmetlerde kusur oranlarının artması gibi reaktif davranışlar yer almaktadır. Verimli ve etkin ürün-hizmet üretiminin sonucu elde edilen iş performansı sessiz istifa davranışlarının önlenmesiyle mümkün olabilmektedir. Günümüz iş dünyasında Z kuşağı, kendilerine verilen görevler dışında ekstra çaba harcamanın zaman kaybı olduğuna inanmaktadır. Ek sorumluluklar almak için terfi ve zam alma gibi beklentileri olan çalışanlar, işverenin taleplerini karşılamaması durumunda kendilerini değersiz hissetmekte ve performansları da azalabilmektedir. Bu nedenle, son zamanlarda özellikle genç çalışanlar arasında yaygınlaşan sessiz istifa kavramının, uygulamaya dönüşen işten çıkarma kavramıyla birlikte ele alınmalıdır.

Sağlık sektörü önemli bir hizmet sağlayıcı olarak çalışanların müşterileriyle düzenli olarak iletişim kurmasını gerektirmektedir. Müşterilerle sürekli iletişim halinde olan çalışanlar, müşteri memnuniyetinin iş performansına dönüşeceği görülmelidir. Koşuşturma kültürünün içinde kaybolan çalışanların iş performanslarının düşmesiyle başlayan bu süreçte çalışanları anlamak işletme hedef ve amaçlarına ulaşmada başat rol oynamaktadır. Bu bağlamda çalışma sağlık çalışanlarının sessiz istifa algılamalarının iş performansları üzerindeki etkisinin saptanmasıdır. Bu amaçla 385 sağlık sektörü çalışanına kolayda örnekleme yöntemiyle ilişkisel tarama esasıyla ulaşılarak veri seti oluşturulmuştur. Sessiz istifayla iş performansı arasında yapılan korelasyon analizi  $r=-0,417$  kuvvetinde  $p<0,05$  anlamlılık düzeyinde negatif yönde orta düzeyli anlamlı bir ilişki saptanmıştır. Sessiz istifanın iş performansı üzerindeki etkisinin analiz edilmesi için yapılan regresyon analizi ( $\beta=-0,306$ ;  $p<0,05$ ) negatif yönlü etkisi saptanmıştır. Yapılan t testi ve ANOVA ile sessiz istifa ve iş performansı konusunda cinsiyet ( $p=0.00$ ), statü ( $p=0.00$ ), yaş ( $p=0.00$ ), eğitim ( $p=0.00$ ), gelir ( $p=0.00$ ) arasında anlamlı farklılık tespit edilmiştir. Bulgular sonucu sektör yöneticileri ve çalışanları ile genel çıkarsamanın sağlanması için de özel sektör ve çalışanlarına şu önerilerde bulunulabilir;

- Yöneticilerin, örgütsel destek unsurlarını çalışanlara yönelik kullanmalarının önündeki engellerin kaldırılması,
- Yöneticilerin çalışanlarla iletişiminde empati ve şefkat unsurlarını göz ardı etmeden uygulamaları,
- Yöneticilerin işletmenin amaç ve hedefleriyle çalışanların kendi amaç ve hedeflerini örtüştürebilecekleri ve çalışanların duygularına hitap edebilecek toplantılar yapılması,
- Yöneticilerin çalışanların uzmanlık alanlarıyla alakalı işlerde çalıştırılarak işe uygun çalışan istihdam edilmesi,
- Çalışanların kurum içi ve kurum dışı ortamlarda iş birliğinin sağlanmasına yönelik politikaların geliştirilmesi,
- Çalışanların öneri ve isteklerinin rahatlıkla paylaşılabileceği uygun örgüt ikliminin oluşturulması,
- Çalışanların öneri ve isteklerinin paylaşılabileceği açık kapı politikalarının benimsenmesi,
- Yöneticilerin, çalışanların temel insani ihtiyaçlarını anlamaya yönelik duygusal zekâ eğitimleri alması,
- Çalışanların kurumun ihtiyaçları doğrultusunda rol üstü davranışları içtenlikle sunmaları önerilebilir.