

# Exploring the Great Resignation – Implications and Strategic Measures for Business

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## Abstract

*One of the triggers of the pandemic in the corporate sector has been the spree of people resigning from their jobs across the business sectors from 2021. A growing body of research has called attention to the massive number of global resignations during and after pandemic outbreaks, termed the Great Resignation. It is an unprecedented moment in the history of work and employment where the employees are introspecting not on the essential dynamics of work but on why they work. In this article, the phenomenon of the Great Resignation has been explored to discern the impact on employee work behavior and the consequent implications on business. An exploratory study was conducted of the recent research and survey report studies. Findings suggest that the psycho-social and cultural variables are the predominant reason for quitting. Based on the study's findings, organizational implications have been discussed.*

## Introduction

Anthony Klotz, an academician of Texas A&M University, coined the term Great Resignation, which implies the rising trend of employees resigning during the COVID-19 pandemic. It is the mass purposeful exit of employees from their employment contracts, as the movement began in early 2021. Still, it may have more profound implications as employee resignations started sometime before this period.<sup>1</sup> The trend was observed initially in the American labor market but was found to be present worldwide. The general response was that the majority experienced greater autonomy and empowerment over their lives through the new work arrangements. This newfound sense of control in life had deeper insights. The pandemic challenges ushered in the

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overlooked aspects of remote, virtual work that were not considered in the current work scene. Interestingly, the workforce today is reluctant to return to the old work schedules of 2019.

### Methodology

The current literature was examined, and it was found that there is a lack of research on the emerging industrial workforce trend. Articles, reports, surveys, and resources related to the Great Resignation were identified and studied.

The analysis involved the following aspects:

- a. Reviewing reports highlighting the situation through extensive surveys
- b. Evaluating published empirical research on primarily 2021-2022.
- c. Proposing practical implications and measures based on the convergence approach.
- d. Discussion with an alignment toward talent management and acquisition dimensions.

The aim of the research has been threefold and seeks:

- To identify the causes impacting the Great Resignation.
- To recommend viable measures to alleviate particular employee mobility in business firms.
- To align the strategic role of talent acquisition and management in providing organizational stability.

### The Great Resignation

Employee quitting had an adverse impact on organizational effectiveness, and the talent acquisition costs mounted; the negative effects on the remaining employees were increased manifold as there was high emotional exhaustion, job dissatisfaction, and turnover intentions. The global trend of mass resignation has been highlighted in some recent research: in Europe, China, and Vietnam, there have been workers who left the organizations voluntarily, as evident in some industries of specific age groups like the younger employees and the unwillingness of the rural migrant workers to return to the cities for work after the lockdown.<sup>2</sup> Fast Company also highlighted the trend of employee turnover.<sup>3</sup> There is the general opinion that the pattern of employees resigning from their jobs began in the first half of 2021 at the onset of the pandemic outbreak. A deeper probe reveals that the pandemic had catalyzed a prevailing problem, and the process of quitting had started much before the COVID-19 pandemic.<sup>1</sup> There were multiple reasons for leaving jobs: the sanctions and stringent guidelines, flexible work arrangements, introspection on meaning in life, the risk of getting infected,

even death, and irregular work-life balance. Ragan Decker has rightly termed the Great Resignation phase as a period of COVID clarity and implies that financial rewards are not the sole reason for quitting jobs.<sup>4</sup> A considerable percentage of people are quitting without any job in hand. Individuals have sought meaningfulness at this juncture, and a philosophical re-examining of the existential perspective is explored. As Decker suggested, empathetic leadership and a robust organizational culture are needed now. The Gartner survey emphasized that purposeful resignation would soar 20 percent in 2022.<sup>5</sup> Again, a Work Trend Index Annual Report<sup>6</sup> study highlighted that 41% of the global workforce is contemplating resigning from their jobs in 2023. Around 46% are planning to switch careers. Employee expectations have been changed and funneled into two vital areas: lack of adjustment with the leaders and workplace flexibility. Issues with the leaders had been ongoing due to the tendency of the leaders to thrust pre-pandemic work patterns on the employees.

How business is affected worldwide by the Great Resignation is an area that needs more exploration. Recently, there have been far-reaching repercussions and increased expenditure on talent acquisition processes. Employee surveys have been taking place from time to time and are not restricted to the USA alone and have spread to Australia, France, the United Kingdom, and Asian countries like India.<sup>7</sup> Although voluntary resignation data is still not alarming in countries like Singapore and Germany, research shows workers are hunting for new jobs. The Great Resignation was triggered by some forces, namely, the 5 Rs (Retirement, Relocation, Reconsideration, Reshuffling, and Reluctance).<sup>1</sup> The authors believe 2021 had many retirements, particularly younger ones. The reasons offered were better personal life orientation, concentration on pursuits beyond work, and, of course, covid-related health risks. The second significant force has been re-examining life itself, especially the meaning of life amidst the rat race. Covid fatalities have given individuals a new understanding of life, and mental health has taken a front seat. With death staring and endless hours of remote working during the pandemic, there was a severe effect on the employee's emotional state, and rethinking what matters in life was given priority. Unwillingness to return to the physical mode of work was another employee feedback that cannot be undermined, more particularly after the severe effects of the pandemic. It cannot be denied that the pandemic is one of the critical factors that cascaded the Great Resignation.<sup>8,9,10</sup>

The article explores the survey reports and the empirical research findings during this period. It highlights the best business practices that can be applied to combat the severe phenomenon of an employee quitting behavior. Along with this section, the salient attributes of significant resignation were

analyzed. The strategic role of talent acquisition and management has been discussed extensively in the concluding section.

### **Latest Trends in the Great Resignation:**

Intriguing research findings have been poised for further examination and exploration.

- **Women employees** were found to have submitted the highest number of resignations. One in three women <sup>11</sup> has been thinking about slowing down or quitting their employment during COVID-19, and the attrition rate suggests the same.
- **Across industrial sectors:** The force of changes is mixed, but the service industry demonstrated the highest quit rates. Still, mobility also entails moving across different work assignments in the same sector and between sectors.<sup>12</sup>
- **Labor-driven market:** The labor market is tight, and several positions are open. As a result, individuals leave their present jobs to search for better-paying ones with good benefits and work-life balance.<sup>13,14,15</sup>
- **Mass scale:** The Great Resignation is not industry-specific or restricted to any social group.<sup>16</sup>
- **Mid-level:** Resignations are rising most frequently among mid-career workers and managers.
- **Workforce needs** Deteriorating social relations between spatial elements and social phenomena. There is a pervading sense of aloneness among people, and work has somehow failed to give the experience of self-actualization. Furthermore, the mental health of individuals has worsened, especially during the pandemic.<sup>17</sup>
- **Employee disengagement:** is a severe work behavior in the post-pandemic world.<sup>18</sup> This negative mindset has resulted in employees' more recent quiet quitting behavior worldwide.

### **Insights drawn from key reports and surveys**

**Brookings Study:** The Brooklyn analysis reflects more hiring than turnover rates in varied sectors in November 2021 and that candidates prefer jobs that offer satisfactory growth and are lucrative.<sup>19</sup> Companies providing flexibility and allowances can sustain a capable and balanced workforce. Employees quit because of better career prospects and job requirements posted across the sectors. Employees leave for increased pay and benefits, career ladder growth, and other financial and financial offerings. Nevertheless, some quitters have followed their inner calling and started their startup or a job that promises better work-life balance.<sup>20</sup>

**Pew Research:** Though the Pew Research Center survey targeted American Resignations, the reasons cited are fundamentally the same for the cause of putting down the papers and can be summed below:

- Low compensation
- Less career growth opportunities
- Lack of respect at work
- Lack of Flexi-schedule
- Dissatisfactory benefits

The above reasons reflect a broader and more complex employee motivational and engagement dynamics where the employee wants to be valued, respected, and cherished today. Most employees who resigned were found to have secured a better-paying job than a previous one, besides better flexibility and work-life balance.<sup>21</sup>

**Gallup Study:** revealed intriguing findings and has not been limited to any industry or work specialization.<sup>18</sup>

The study highlighted the perils of low employee engagement and emphasized the advantages of developing engaged teams:

- Engaged teams are 14% to 18% more productive
- The turnover percentage of low-engaged teams is 18% to 43%
- Replacement costs of outgoing employees are high (one and a half to two times ).

Though the study suggested some short-term measures to alleviate the spree of resignations, like lateral career mobility, remote work, company-supported social events, and fixed schedules, these are not essentially pacifying in the longer perspective.

**Cpl insights:** This raises questions about the blended working model that has been meticulously presented in the CPL study:

The employee priorities have shifted to the new normal. Unlike the age-old motivational tools, the Management has to introspect about time, customized remote or blended work policies, project-based rewards, and other psycho-social benefits offered. In this survey, respondent employees stated their preferences ranging from remote to hybrid work arrangements. Most respondents chose three days in the workplace and two days as flexible arrangements (28.2%) and wholly remote (18.01%).<sup>22</sup>

**TalentLMS survey** with Workable found that employees thought of quitting within a year.<sup>23</sup> They interviewed 1200 IT/Tech employees in the US and found that 72% were aggressively looking for jobs or contemplating

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quitting in the next year. Surprisingly, the reasons for the turnover intention were associated with

- Lack of career advancement
- Rigid work schedules
- Unhealthy work environment

Around 58% complained of severe job burnout and considered quitting as quickly as possible. The inevitable pointers were about what attributes would make them choose future organizations. Though compensation is not considered a primary reason for quitting, in this survey, 76% admitted that they would select a company for a satisfactory salary and benefits, followed by learning and development opportunities (58%) and a flexible schedule (56%).

**Deloitte:** Fall 2022 Fortune/ Deloitte's CEO survey provided unique insights about top Management's challenges and has already been experiencing the labor shortage disruptor.<sup>24</sup> Furthermore, Deloitte's survey also encompassed data from other parts of the globe, not only the USA. It found that 31 global regions surveyed at the inception of 2021 presented the stark reality that more than 40% of the workforce was planning to resign from the organizations.<sup>6</sup>

Other striking findings of the Deloitte report demonstrate that industry-wise, some sectors were adversely affected, like travel, hospitality, and leisure, where many employees were laid off. However, the sectors witnessed the highest resignation figures when employees were called back to work.

- As discussed above in the article under trends, the women workforce was the worst affected during and after the pandemic. The survey shows that women employees intended to change jobs.<sup>25</sup>
- The Global Millennial Survey throws light on the millennial employees' dissatisfaction with the work environment and Management's psycho-social contract breach, besides an attractive compensation that made them think of leaving the companies.<sup>26</sup>

The Deloitte recommendations focus on the organization's strategy to restructure and realign work in this distinctive and unique perspective. It recommends that the phase of the Great Resignation is the time for the leaders to introspect and reshape the workforce, the work structure, and the work environment.

**The McKinsey report:** The research demonstrates some perturbing aspects and puts the onus on the leadership of the organizations and the subsequent lack of empathy, consideration, and genuine concern. It also emphasizes that the employees' needs have been undermined.<sup>27</sup>

The McKinsey survey exhibits the following responses:

- 40 % of the employees likely to quit in the next few months
- 64% of employers continue to experience the heat of the Great Resignation
- 36% resigned from jobs without having jobs at hand.

**Workforce Institute Engagement and Retention Report:** They surveyed 2000 employees at the beginning of Feb 2021.<sup>28</sup> The findings are given below:

- 52% of the employees would be resigning from their jobs.
- Employee engagement should not rely on entertainment packages but on good organizational culture (66%) and implementing proper diversity and inclusion practices (52%).
- 34% of the employees feel their managers do not value them, particularly 43% of Generation Z.
- Ironically, 60% of the employees complained that the Management asks for feedback but does not take necessary measures.
- 51% of employees feel their supervisors would not trust them in remote work, which would increase their burnout levels (44%).

**Business Leader Outlook Survey:** This survey targeted three cohorts of employees (100 executives, 250 managers, and 150 workers). Three surveys were designed with similar questions addressed to these different groups and were conducted at the end of 2021.<sup>29</sup> The main results were:

- 21% of the senior executives implemented remote work, and 36% plan to do that
- Managers understand the workers' needs more than the senior executives.
- Workers would like to leave or have left companies because of better compensation (47%) and benefits (39%), career advancement (31%), job security (40%), flexible schedule (33%), better cultural fit (26%) and burnout (13%).

It has to be noted that this survey comprises the B2B and related firms predominantly, and the respondents were mainly from companies related to financial services, production, and professional consulting services. As a result, the Great Resignation did not reflect a high negative impact on these companies.

**Workhuman Survey Report:** The survey covered 3,500 US, UK, Ireland, and Canadian respondents.

- 38 % of the employees were seriously looking for jobs

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- 30 % preferred flexibility in new jobs
- 34% of the workers have been appreciated and thanked for their contributions and were comparatively satisfied.<sup>30</sup>

**PwC’s Global Workforce Hopes and Fears Survey:** The survey was conducted widely in 44 countries and territories and covered a large sample of 52,195.<sup>31</sup>

- 71% of the respondents were not happy with their compensation
- One in five planned to change jobs.
- 69% desire a satisfying, engaging job
- 66% preferred empowerment and autonomy in work assignments
- 47% expressed a desire to choose their mode of work

**Table 1.** Key findings of various survey reports

Survey done by	Key findings
<i>Brookings Study</i> <sup>19</sup>	Flexibility, Better compensation and benefits, career progress
<i>Pew Research</i> <sup>21</sup>	Compensation and benefits, flexibility, Appreciation
<i>Gallup Study</i> <sup>8</sup>	Engagement, career movement, flextime, Remote or hybrid work
<i>Cpl Insights</i> <sup>22</sup>	Project-based rewards, flexible work, customized benefits
<i>TalentLMS</i> <sup>23</sup>	Career growth, toxic work environment, flexibility
<i>Deloitte</i> <sup>24</sup>	Millennials and women were impacted negatively
<i>McKinsey Report</i> <sup>27</sup>	Challenges faced by Management,
<i>Workforce Institute 2021 Engagement and Retention Report</i> <sup>28</sup>	Organizational culture, engagement, value, no implementation of feedback
<i>Business Leader Outlook Survey, Winter 2021</i> <sup>29</sup>	Compensation, benefits, job security, workload, cultural fit, and flexibility.
<i>Workhuman Survey Report</i> <sup>30</sup>	Flexibility, recognition
<i>PwC’s Global Workforce Hopes and Fears Survey, 2022</i> <sup>31</sup>	Compensation, engagement, work empowerment, mode of work

Source: Author’s work

**Empirical Research:** Additionally, empirical research accentuates the unsatisfactory support organizations rendered to employees over the years.



**Table 2.** Empirical Research Findings

Support dimensions	Research
Lack of Work-life balance	Hirsch 2021 <sup>32</sup> ; Taylor 2020 <sup>33</sup>
Lack of Employee Assistance-Programs	Zeidner, 2020 <sup>34</sup>
Employee Wellness programs	Fournier, 2021 <sup>35</sup> ; Dale, 2021 <sup>36</sup>
Work From Home IT support and training	Taylor, 2020 <sup>33</sup>
Burnout Syndrome	Chugh, 2021 <sup>37</sup> ; Sheather & Slattery, 2021 <sup>38</sup>
Toxic organizational culture	Sull <i>et al.</i> , 2022 <sup>39</sup>
Helpless and desolated condition	Lee & Park, 2021 <sup>40</sup>
Perceived effect of Covid-19 on life, depression, and the kinds of entrapments	Demirkaya <i>et al.</i> , 2022 <sup>41</sup>

Source: Author's work

Interestingly, it is not in America where this work behavior is witnessed but in other Asian countries like Malaysia, India, Thailand, Indonesia, and the Philippines.<sup>42</sup>

Organizational culture is a significant dimension.<sup>39</sup> They examined 34 million online employee profiles to discern the reasons for resignations in the American context between April and September 2021; data revealed uneven quitting behavior in the different sectors. This research was particularly rigorous in understanding the intra-industry attrition rate as each Culture 500 company's attrition rate averaged with its industry. It reflected each company's attrition rate into standard deviations above or below the average for the specific industry. Among the reasons for the turnover, the prevalence of a toxic culture was considered the most challenging issue. The pandemic catalyzed employee perception of the toxic organizational culture along with other variables like job instability, restructuring, the pressure of continuous innovative idea generation and implementation, lack of recognition of employee performance (especially the proactive performers and the average ones), and finally, disappointing support by the company during the covid phase.

Factors like poor work-life balance, lack of stability at the workplace, mental health, unsatisfactory benefits, and career slowdown trigger employee turnover intention.<sup>43</sup> Furthermore, the research also highlights that trust is a significant factor that affects the intention to leave the

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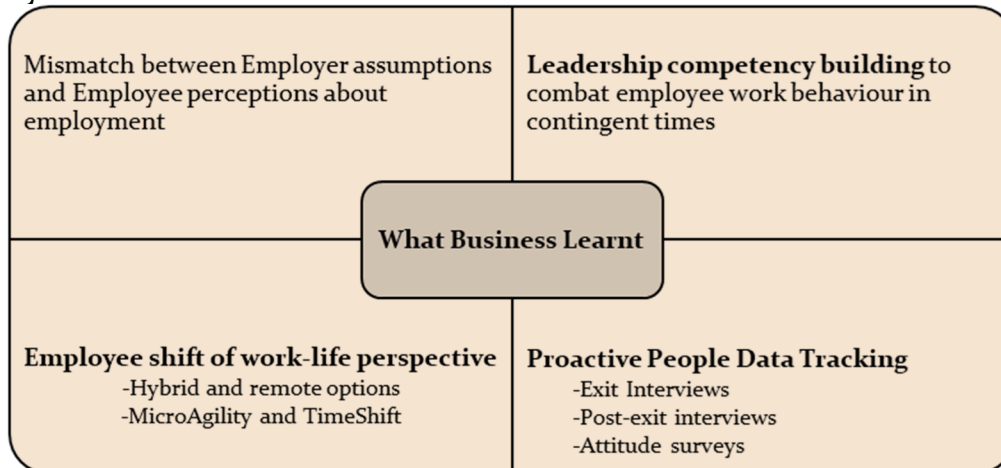
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organization. It was observed that trust in employer-employee had a moderating effect on the relationship between turnover intention and workplace uncertainty, mental health, and career progress. Another interesting finding was that most job resignation cases were related to millennials.<sup>44,45</sup>

### Underlying causes businesses need to understand

The pandemic played a pivotal role in harnessing pent-up employee grievances and misgivings and fostered a sense of entitlement among them. The new normal ushered an employee awakening about what they deserve, and they do not participate more aggressively. The ordeal of the pandemic has given a fresh outlook and a new level of expectations. The new paradigm shift in employee expectations is mental health, well-being, and work-life or life-work balance. Moreover, it involves work being aligned around employee lives. Hence, employers must explore unique engagement techniques apart from the age-old feel-good tools like salon coupons, free food, and office parties. The Great Resignation reflected the perceptual divide of employment between the employer and the employee, the urgent leadership skills and roles needed to enhance work behavior intricacies, and carve out different work schedules. Lastly, to devise or use techniques and processes to consistently check employee engagement and satisfaction levels through attitude surveys, departure (exit), and after-departure (post-exit) interviews. The lessons learned are profound, the solutions are not easy to administer, and a need-based set of plausible measures can be cautiously implemented with close observation. Below are the crucial dimensions from the current resignation perspective.

**Figure 1.** Aligning the mismatched perceptions of the Employer-Employee dynamics.



Source: Author's work

The most critical lesson from the pandemic was that leaders have been carrying a wrong perception of employee financial and psycho-social needs and may have failed to gauge employee silence as an indicator of job satisfaction.

As mentioned in Figure 1, the phenomenon of the Great Resignation has another implication: genuinely forging a close association with the employees to understand what engages them. Ironically, the turnover during this phase was fundamentally not for financial reasons but psychological reasons like recognition and Appreciation. Thirdly, leadership effectiveness has also been raised during these turbulent times and organizational culture. The inevitable question arises about comprehensive leadership competency training to map employee needs with organizational needs. These leadership skilling can entail:

- Implementing employee engagement practices
- Continuous and consistent communication with the employees
- Devise practical work contracts
- Practice openness and transparency during volatile times.

Another proactive attitude of the leader is to be observant regarding the dysfunctional patterns of employee behavior and prevent repeated negative work behaviors (absenteeism, delays, indiscipline) to avoid the mass resignation contagion. This can be efficiently done by keeping track of their People Data.

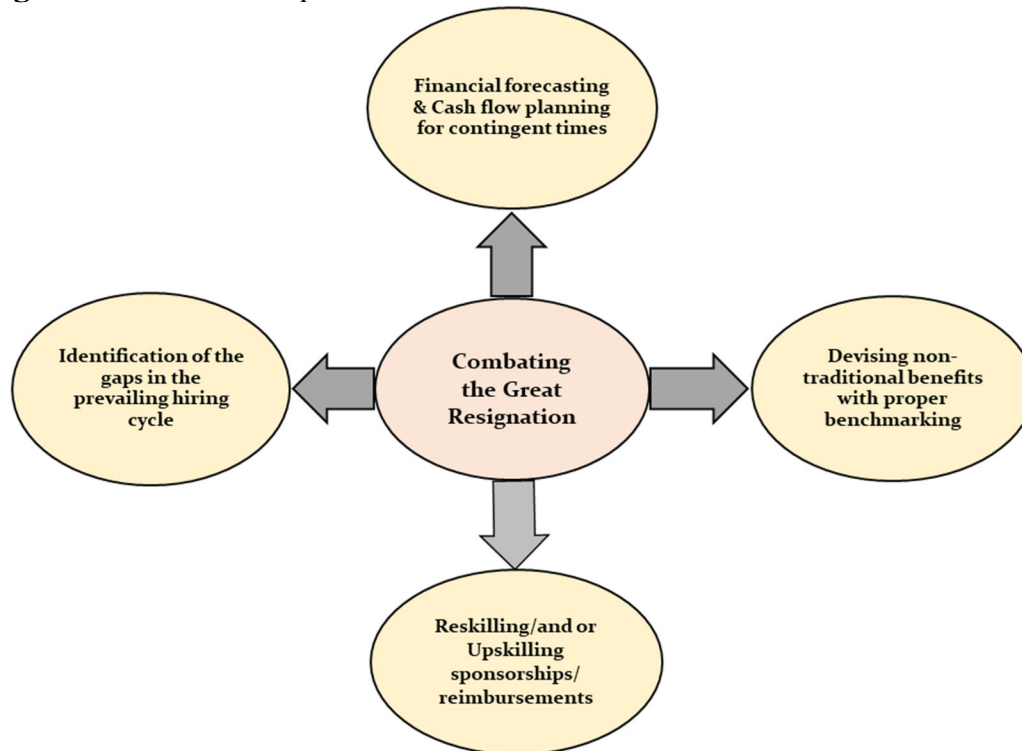
There have been a host of workplace and employee practices recommended by various researchers, industry experts, and consultants, but the main measures given were

- Customized employee work-life balance systems
- Attention to employee mental health and well-being
- Career development scope, especially lateral movement
- Improved benefits schemes

### **Proactive measures to combat the Great Resignation**

Businesses must proactively care for people before this phenomenon results in a serious debacle. The current recruitment steps do not suffice for the changed scenario, and the talent acquisition (discussed later in this article) has to modify and fill the gaps; a detailed plan is needed to look into the cash reserves plan for unprecedented times, focus on developing distinctive benefits and incentives (especially when salary raise is not possible). Finally, employees relearn new skills in volatile times and even upgrade to higher ones.

**Figure 2.** Proactive steps



*Source: Author's work*

Ironically, many organizations resort to traditional financial measures to appease the remaining employees and provide cash incentives. On the contrary, this technique reflects a sense of direct exchange rather than efforts to connect with the employees.

To sum up, organizational policymakers must understand that the predominant causes for significant resignation are related to the broader psycho-socio-cultural background where financial motivation has little space. Moreover, most organizations are not serious about a viable post-pandemic work model that is restructuring the current talent acquisition and retention practices. The present moment of the disruption can be used to develop sustainable work practices aligning personal and professional dimensions for better employee engagement.

The phenomenon of the Great Resignation is not easy to comprehend and carries beleaguered reasons that require serious surveys and introspections. The paradigm shift with the pandemic's onslaught has transformed the employees' mindset, and the nature of the drift in perception needs to be identified through Attitude surveys. Though there are limitations and the onus lies with the employer, the current employees should be allowed to suggest a new work structure in the new normal.

### Discussion

Employees expect continuous communication about business updates, achievements, and setbacks. Herein is where management communication falls short, and the latest research portrays that this might be one of the fundamental reasons for the resignation debacle. Three genuine activities are needed to be fostered: Trust, Transparency, and conversations.

The inevitable positive trigger to arrest the Great Resignation can be realigning entry-level jobs. The eager and energetic employees look for a career route explained to them and what will drive the results (result-oriented assignments and leadership positions). The inflow of fresh candidates becomes imperative, and employees must be nurtured sincerely.

Another domain employees find confusing is how their contribution impacts the business; the HR should indicate when framing the job descriptions the areas of business in the particular job role that influences the targets to be fulfilled. The Management and the other key inside stakeholders can implement the following measures:

- **Mentoring of the employees:** It also needs to be charted out dynamically and should include senior executives of the organization, even those recently retired.
- **Employer branding activities** should be realistic and pragmatic according to the employees' needs. Delivering a fantastic experience is easier said than done, especially in challenging times when resources are limited. Each organization has a distinctive background, timeline, and ideology, which should be intertwined with the organization's branding strategy.
- **Mapping the talent journey for the employees** is a must for the talent acquisition section of the firm. Employees, irrespective of whether they are new hires or old ones, have to be made to fit in the corporate story. Talent journey mapping and the relevant employer branding strategy are interrelated as the target profile can be developed appropriately, and unique value propositions can be offered to the candidates. Behavioral competencies and the expected personality attributes are critical hiring competencies.
- **Reworking compensation and benefits:** The restructuring implies not only financial aspects, where considerable salary growth is not possible; attention can be given to benefits, associated allowances, and incentives to motivate the competent ones.
- **Conversations and stories crafting the organizational narrative:** are the cohesive associations building an organic company culture. It becomes imperative that, along with the senior management, even the

line managers build up warm and sincere conversations and an empathetic climate.

The role of talent acquisition and management has also been redefined in the current context. Talent acquisition today has realized that unconventional sources like gig workers, freelancers, and even groups (like consultants and part-timers) are not actively looking for employment. Attracting this segment of potential candidates requires a thorough knowledge of their platforms and obtaining information about their network. This is such a phenomenon that people data and analytics have also turned futile in understanding the people exodus. Sixty-two percent of HR leaders have failed to comprehend the trends from people analytics data and cannot make future business forecasting. The hour needs to create interactive dashboards with the HR and the employees to anticipate trends. The practical implications of the Great Resignation from HR's talent management perspective include succession planning programs and reorientation of strategies.<sup>46</sup>

The latest research shows that the duration between the interview and the job offer should be short as candidates are applying for multiple jobs simultaneously. Herein enters the technologies that can fasten the process. Technology support like Fountain and Talview expedites the process.

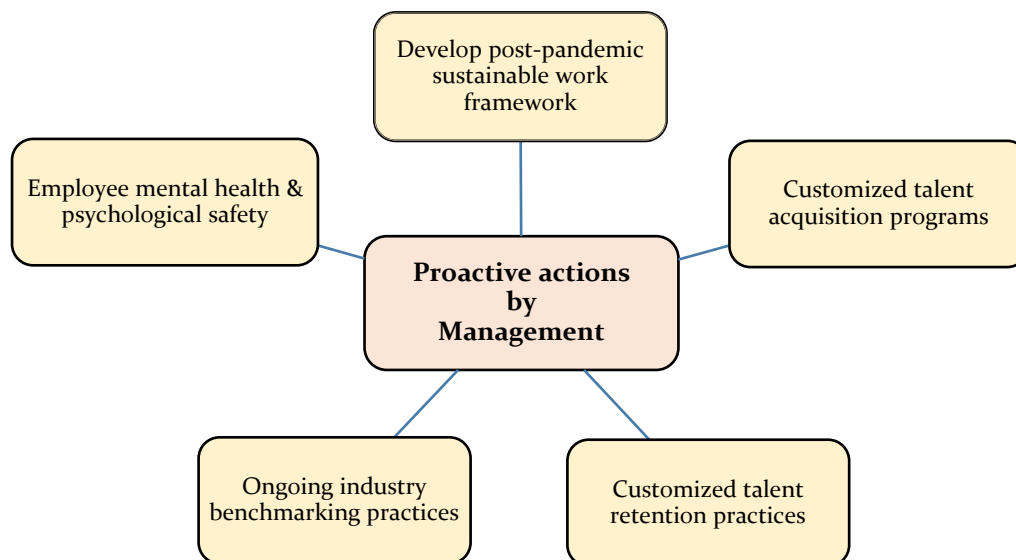
The benefits should be stated in the job description when attracting new talent and the existing talent's requirements.<sup>47</sup> The talent pipeline must also be sustained effectively by offering value-added bundle propositions like diversity and inclusive programs, work-life balance, employer branding techniques, and competitive compensation. Customized flexible schedules would attract diverse candidates, as evident from the work behavior witnessed during the pandemic. Moreover, freelance talent is an important segment that can no longer be undermined. A well-planned strategic orientation concerning the hiring and subsequent Management of the freelance workforce has to be formulated concerning sourcing, onboarding, and Management. To sum up, a dedicated team should coordinate the talent processes to positively impact the productivity of leveraging this freelance talent.

Social media today plays an aggressive role in identifying diverse talent globally. As per a report, 89 % of passive and 84% of active job seekers seriously examine the employer brand before job applications.<sup>48</sup> Hence, the social media posts of company branding and positioning its image through a gamut of activities is a winning strategy for promoting positive employer branding. A strong emphasis on what the organization is about attracting similar kinds of committed and mission-driven people.

The talent acquisition process should be a human conversational one. The focus should be on the person rather than the job description. Synergy creation becomes apparent in the genuine interactions between the talent acquisition team and the candidate. Flexibility has been a widely repeated term by flexibility throughout the pandemic and the period of Great Resignation. Two preferred terms emerged: TimeShift, where employees engage in a shift that optimizes the worker's performance. The latter is Micro Agility and involves adjusting to a change in response to specific events; maybe a short leave of one hour for some personal work can be compensated later by the employee.

Management actions were briefly summarized based on the issues encountered, which can be proactively applied to reduce the challenges until it is too late. From the above discussion, the strategic measures management should undertake the following measures:

**Figure 3.** Proactive Actions by Management



Source: Author's work

### Conclusion and future research implications

The Great Resignation has highlighted a critical reality that the workforce now wants to work according to their new terms and conditions, and the traditional workplace models have been demolished. Simultaneously, the Great Resignation during and after the pandemic was a wake-up call to the prevailing HR practices and called for restructuring the existing work practices. Companies must reshape their HR and related strategies faster and

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adapt and redefine.<sup>49,50</sup> Organizations must face the truth that they currently operate in a labor-driven market and must prioritize employee needs. This can be done by developing a sustainable, supportive corporate culture.<sup>51</sup> It has been pointed out that these large spurts of resignation will continue to prevail.<sup>52</sup> The impact of leadership is profound and should encompass empathy and innovativeness to retain employees. There has also arisen a deep need to understand the impetus behind employees' to the workplace. The workplace model of the new Normal is distinctive and emphasizes crafting meaningful tasks, customized flexibility, and an ethical, empathetic approach toward employee management. Future studies should focus on the workgroups that have joined or not joined organizations after the resignation, focusing on their intentions and perspective, the employee attitudes of new hires, and the existing ones who chose not to resign. Finally, businesses should examine the effective measures for the employees based on research, keeping in conformation with the varying needs of the work cohorts and generations. The potential of conducting research in the realm of the Great Resignation is immense. The theme can be interlinked with different variables and determinants of quantitative analysis and interview-based qualitative studies.

To conclude, the future of work requires examining the existing systems and processes for effectiveness and garnering the maximum benefit from both employees and automation.<sup>53</sup> The former has to make efforts to genuinely create a more human workplace. The palpable shift from employer to employee power is a hard lesson Great Resignation teaches stakeholders worldwide.

### Author

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