

THE INTERACTION OF INNOVATIVE EMPLOYER TENDENCY QUIET HIRING WITH STAKEHOLDERS, CAREER MANAGEMENT AND NEPOTISM

Güzin Kıyık Kıcı *

ABSTRACT: The quiet hiring approach, which aims to evaluate the existing human resource potential in the internal environment without turning to external resources, is characterized as a brand new employment policy in human resource management. This study aims to examine the interaction of quiet hiring with the concepts of stakeholders, career management and nepotism. In this qualitative study, data were collected through literature review and the findings were analyzed through conceptual analysis method. At the end of the research, it is seen that the interaction between stakeholders and the concept of quiet hiring is comprehensive, not only for employees but also for managers, competitors, customers and many other stakeholders. In the context of career management, the processes of mobilizing internal environmental resources came to the fore. It is noteworthy that nepotism should be handled positively. For this reason, it is considered important for businesses to prioritize their own employees and to build this phenomenon on talent and merit.

Key Words: *Quiet Hiring, Stakeholder, Career Management, Nepotism, Conceptual Analysis*

Jel Classification: M51, M54, M12

DOI: 10.29131/uiibd.1581947

Received: 08.11.2024/ **Accepted:** 24.12.2024/ **Published:** 25.12.2024

Araştırma Makalesi

YENİLİKÇİ İŞVEREN EĞİLİMİ SESSİZ İŞE ALMANIN PAYDAŞLAR, KARIYER YÖNETİMİ VE NEPOTİZM İLE ETKİLEŞİMİ

ÖZ: Dış kaynaklara yönelmeden, iç çevrede var olan insan kaynağı potansiyelini değerlendirmeyi amaçlayan sessiz işe alma yaklaşımı, insan kaynakları yönetiminde yepyeni bir istihdam politikası olarak nitelendirilmektedir. Bu araştırma sessiz işe alma olgusunun paydaşlar, kariyer yönetimi ve nepotizm kavramları ile arasındaki etkileşimini irdelemeyi amaçlamaktadır. Nitel araştırma yönteminin kullanıldığı çalışmada literatür taraması üzerinden veriler toplanmış ve elde edilen bulgular kavramsal analiz metodu ile irdelenmiştir. Araştırma sonunda paydaşlarla sessiz işe alma kavramı arasındaki etkileşimin geniş kapsamlı olduğu, sadece çalışanlar için değil yöneticiler, rakipler, müşteriler gibi pek çok paydaşla etkileşimin olabileceği görülmektedir. Kariyer yönetimi bağlamında iç çevre kaynaklarını harekete geçirme süreçleri öne çıkmıştır. Nepotizmin ise pozitif olarak ele alınması gerekliliği dikkati çekmektedir. Bu nedenle işletmelerin kendi çalışanlarını öncelikli görmesi, yetenek ve liyakat üzerine bu olgunun kurgulanması önemli görülmüştür.

Anahtar Kelimeler: *Sessiz İşe Alma, Paydaş, Kariyer Yönetimi, Nepotizm, Kavramsal Analiz*

Jel Sınıflandırması: M51, M54, M12

Geliş tarihi:08.11.2024 / **Kabul Tarihi:** 24.12.2024/ **Yayın Tarihi:** 25.12.2024

* Anadolu Üniversitesi, Yönetim ve Organizasyon, Eskişehir, gkiyik@anadolu.edu.tr, ORCID: 0000-0002-6042-3422.

Kaynak gösterimi için:

Kıyık Kıcı, G. (2024). The interaction of innovative employer tendency quiet hiring with stakeholders, career management and nepotism, Uluslararası İktisadi ve İdari Bilimler Dergisi, Cilt 10 (2), ss.125-138. DOI: 10.29131/uiibd.1581947

INTRODUCTION

In the post-modern world we live in, human resources continue to maintain their strategic importance for businesses. Gratton's (2021) research with a large number of managers from different businesses revealed that the most important problems encountered in business life are finding, recruiting and retaining high-performing employees. This is supported by the fact that job vacancies in the US exceeded 11 million and businesses announced that they had difficulty in filling employee vacancies (Harvard Business, 2024). In this context, Houghton (2022) highlights the importance of human resources by emphasizing the efforts of the world's leading businesses to reduce turnover rates and retain existing employees. In a world where it is costly and difficult to find qualified employees, the concept of quiet hiring both brings an alternative approach to silence trends in business life and undertakes a task that redesigns the processes in human resources management. Since it is a new concept, it is important to clarify and understand the concept of quiet hiring, which is rapidly gaining a place in the business world and scientific field, in order to manage its effects on businesses and employees in the future and to take the right steps in research. In addition, this study is also valuable in terms of originality as the issue is addressed in the context of stakeholders, career management and nepotism. In the conceptual framework, firstly, the phenomenon of quiet hiring is mentioned. Then, stakeholders, career management and nepotism are discussed.

Conceptual Framework

1. Quiet Hiring

While quiet quitting was just beginning to be accepted in the literature, the concept of quiet firing, which refers to the negative reactions of businesses to employees with this tendency, entered the business world. Businesses have developed this managerial reaction in order to cope with the problematic work environments created by reluctant employees (Anand et al., 2023). In quiet firing, which is applied in order to protect employees with high performance and business efficiency, the tendency in this direction is provided even if the employee is not actually dismissed from the job. For this purpose, managers deny employees' leave requests, do not increase wages, increase the workload, do not allow breaks, and go beyond working hours (Vohra, 2022). Although quiet firing may seem like a solution in the short term, it can be a problematic approach in the long term due to the loss of existing human resources and recruitment costs. Therefore, organizations need to develop new managerial employment policies. Quiet hiring is a new employer trend that emerged from the idea of protecting existing employees and their skills (McRae et al., 2023). It is expressed as a resolute employment policy in which businesses support and strengthen qualified employees and try to re-include employees who have lost touch with the process. The starting point of this approach, which enables recruitment to be carried out quietly within the organization without reflecting on the external environment and stakeholders, is to avoid losing existing human resources and to solve the need for labor force without outsourcing. According to Byrnes (2024), quiet hiring is a practice that puts all recruitment processes under the radar. Accordingly, talent scouting, compensation, promotions, performance appraisal, training and motivation practices gain importance. Quiet hiring is a process that adopts speed, flexibility, effective communication, analyzing the skills and expectations of promising employees, while maintaining a stable number of employees. Considered one of Gartner's key workforce movements for 2023, quiet hiring is defined as an approach that can radically

change traditional strategies (Euronews, 2024). For this reason, it is stated that many businesses resort to quiet hiring as a precautionary measure for quiet firing and quiet quitting (Houghton, 2022). According to Harvard Business (2024), addressing human resource shortages without increasing the number of employees can be solved by reallocating talent. This approach, which takes into account not only organizational goals but also individual goals, leads to positioning employees in accordance with their expectations and benefiting from the influence of qualified leaders among employees. In the quiet hiring process, employees are secretly monitored by human resources. Managers receive reports on employee performance. Talented candidates who are accepted by everyone are prioritized in the process. Thus, employees are evaluated while they are already at work (Yıkılmaz, 2022). Quiet hiring is an important step to improve the work-life balance of employees whose professional life is limited and to protect them against burnout (Campton et al. 2023). Harter (2022) emphasizes that the solution can be possible with a constructive approach by stating that employees who feel ignored in this context will eventually stop caring about their businesses and organizational goals.

In a world of rapid change and uncertainty, the accessibility of human resources requires organizations to be able to provide strategic responses to the environment (Oliver, 1991). In this context, Pfeffer and Salancik (1978) developed the Resource Dependence Theory based on Emerson's (1962) assumptions about power and exchange (Casciaro and Piskorski, 2005). This theory deals with the stable and secure supply of resources. In order to achieve stability in resource flow, businesses try to eliminate uncertainties and strive to put themselves in a strong position in terms of resources. For this purpose, it is necessary to develop effective strategies and tactics in all processes related to resources (Davis and Cobb, 2010). In this context, the phenomenon of quiet hiring, in which businesses turn to their existing employees for human resources and develop strategies to use human resources more effectively, can be associated with resource dependency. It is emphasized that businesses can solve their dependence on human resources with their own internal potential and the importance of effective positioning of existing employees.

2. Stakeholders

Businesses are open systems in dynamic relations with their environment. Based on this assumption, stakeholder theory, which questions their interaction with both internal and external actors, states that businesses that cannot manage this process well cannot exist and succeed (Dmytriiev et al. 2021: 1444). In the stakeholder theory, the foundations of which were first laid in the works of Adam Smith, it was emphasized that the expectations of the parties affecting the business should be met both economically and morally (Garriga and Mele, 2004: 55). In the stakeholder approach, which includes multilateral benefits and tries to balance these benefits, decision-making and implementation are carried out in line with the principles of justice, equality and respect (Harrison and Wicks, 2021: 407). In the approach, there is a philosophy that cares about each stakeholder and takes into account their wishes and needs. Thus, it is argued that business objectives can be realized (Joyce, 2005). According to Freeman (1984: 25), stakeholders and strong relationships with them have significant contributions to the process of achieving organizational goals. Stakeholders are groups that are important for the survival of the business and that need to be actively and continuously supported. Primary stakeholders that directly affect the business include shareholders, suppliers, employees, distributors and customers, while groups that indirectly affect the business include groups such as government, media, non-governmental organizations

(Mahon, 2002: 429). The process of managing stakeholder relations includes steps such as anticipating risks, assessing opportunities, balancing perceptions of values and interests, ensuring maximum cooperation between the parties, using the right strategies to actively build relationships, and solving stakeholder problems (Harrison and Wicks, 2021: 408).

3. Career Management

High-performing employees have great added value for businesses that want to be organizationally successful (O'Boyle and Aguinis, 2012). However, it is not easy to find these employees, to include them in the organization and to strengthen the sustainable business relationship. At this point, the phenomenon of career management comes to the fore. The concept has emerged in order to retain employees in a world where business expectations have increased, the value given to professional goals has increased, competition has become harder, the economy has slowed down and promotion opportunities have decreased (Cascio, 1992: 302). It is defined as a set of activities that plan and implement the progress of employees in business life (İrmiş and Bayrak, 2001). In another definition, career management is expressed as the process by which organizations support employees in achieving their career goals (Erdoğan, 1999). It has two dimensions that concern both the individual and the organization (Şimşek, 1998: 336). The aim of individual career management is to address what people need to do to achieve their work-related goals. Organizational career management includes human resources activities that are valid from the first day an individual starts their working life until their retirement. These activities include many topics from selection and placement to promotion and training, from compensation to performance evaluation (Noe, 1999). The activities within career management are similarly divided into two. In this process, which includes career planning and career development, planning includes decisions and proposals for the future. Career development, on the other hand, consists of activities and programs that ensure progress in professional life. These practices, which are carried out to influence the career direction and progression of human resources and to increase capacity, are carried out formally in enterprises (Glueck, 1985: 145).

4. Nepotism

In a world where competition is increasing rapidly, one of the important issues that provide competitive advantage to businesses is qualified labor force (Ombando, 2018: 474). Nepotism, which is one of the important barriers for qualified employees to work in businesses, refers to an understanding that prioritizes people who have close ties for various reasons, not deserving people. The concept, which constitutes a violation in terms of business ethics, supports irregularities and abuses (Dana and Dienhart, 2007: 163). The concept is defined by Büte (2011: 179) as the assignment of employees in business life based on concepts such as favoritism, nepotism instead of the principle of merit. In his research, Düz (2012) examined nepotism in organizations in three dimensions: favoritism in recruitment, favoritism in transaction processes and favoritism in promotion. Nepotism in the recruitment process can occur in job interviews and exams. Nepotism in transaction processes is when some employees working in the same workplace are in an advantageous position due to the nature of the work done. Finally, nepotism in promotion is explained as giving promotion opportunities within the company to those who do not deserve them (Akar, 2020). Among the reasons that cause nepotism are factors such as blood ties, spouses, friends, political affinity, being from the same origin, being from the same school (Alesina and Giuliano, 2007: 1). Research shows that nepotism in recruitment, selection, evaluation and promotion processes can negatively affect employees and managers in general and have the effect of weakening

the perception of organizational justice within the organization (Araslı et al., (2006); Büte and Tekarslan, (2010); Yavuz and Akin, (2016); Kaba and Aktaş, (2018)).

Methodology

This study is conducted with conceptual analysis, one of the qualitative research methods. Since the main theme is silent recruitment, conceptual clarity is attempted to be achieved through this topic. Since quiet hiring is a new phenomenon, conceptual analysis method was used in the process of examining the findings. First of all, a literature review was conducted in the research, and then conceptual analysis steps were followed. These steps include; determination of the definitions related to quiet hiring, determination of the basic elements, antecedents and consequences of the concept. In the last stage, conceptual inferences were made regarding the interaction between quiet hiring and the concepts of stakeholders, career management and nepotism through the determined research questions. The main questions of the research are:

- What are the conceptual dimensions of quiet hiring?
- How is the interaction between quiet hiring and stakeholders shaped?
- How is the interaction between quiet hiring and career management shaped?
- How is the interaction between quiet hiring and nepotism shaped?

Since the quiet hiring approach is one of the newly prominent topics in the business world and management literature, research is needed to establish the theoretical background and concepts. Therefore, in this study, the conceptual dimension is questioned first. The second research question focuses on stakeholders. Because the quiet hiring approach can affect many stakeholders inside and outside the organization. Since different groups such as current employees, potential employees outside the organization, employees in rival organizations have the characteristics of stakeholders, interaction with stakeholders is addressed. Quiet hiring focuses on existing employees and their careers. Therefore, the interaction between career management and quiet hiring is another research question. Finally, since the concept of quiet hiring is initially perceived as a phenomenon involving favoritism, the interaction of the concept with nepotism is also examined in this study. Thus, it is aimed to question the semantic and contextual interaction between the concepts and to gain clarity about the concepts.

Findings

While obtaining the findings, a review of scientific research on the topic of quiet hiring was conducted. The databases examined during the research period include Dergi Park, Web of Science, Google Scholar and Google. Turkish and English, open access studies in which the concept was mentioned in the title or content of the study were included in the scope of the research. A total of 22 studies were included in the research. Of these studies, 4 were papers and 18 were articles. It is possible to see information on these studies in Table 1.

Table 1: General Information on the Studies

Title/Content		Method	
Quiet Hiring in the Headline	12	Quantitative Research	3
Quiet Hiring Passes in Context	10	Qualitative Research	19

When the table is examined, it is seen that the number of studies in which the concept of quiet hiring is mentioned in the title of the study is close to those that include this concept only in its content. In the distribution where qualitative studies are predominant, only two quantitative studies were identified.

Table 2: Distribution of Research Years

Year	Number of Studies
2022	3
2023	8
2024	11

When the distribution of the years of study is examined in Table 2, it is noteworthy that the concept has started to be included in papers and articles since 2022 and the number of studies on the concept has increased in recent years.

In the first step of the conceptual analysis, definitions of the phenomenon of quiet hiring are examined. It is possible to see these definitions in Table 3.

Table 3: Quiet Hiring Definitions

RESEARCHERS	YEAR	DEFINITIONS
Houghton	2022	Recognize and involve more employees who consistently achieve targets and are willing to make efforts
Yıkılmaz	2022	Scrutinizing the performance of existing employees, assigning additional tasks or filling vacancies with existing employees
Madell ve Ingran	2023	Provide the necessary training to utilize existing skills, be transparent and create a win-win situation by providing employees with new job opportunities
Castrillón	2023	Fill skill gaps quickly and ethically using internal resources
Hadley	2023	A concept of employment where employees take on different roles due to employer needs and employers do more with less
McRae et al	2023	An employer tendency to take ownership of the skills that employees possess
Byrnes	2024	A monitoring process that puts human resources and recruitment processes under the radar

Looking at the table, it is seen that the scientific definitions belong to the period after 2022, as the concept has become prominent in the recent period. When it comes to the prominent expressions in the definitions; it is noteworthy that the words current employees, employee skills and renewal in recruitment processes stand out.

Another dimension addressed in the conceptual analysis regarding the phenomenon of quiet hiring is the basic elements that make up the concept. These elements can be seen in Table 4.

Table 4: Salient Elements of the Quiet Hiring Concept

Elements	Expansions
Source	The importance and potential of existing human resources as internal resources
Monitoring	Tracking people for correct understanding and positioning
Desing	Redesigning human resource processes such as recruitment processes, performance appraisal, training development, talent management and career development
Cost	Reducing recruitment costs and the costs of human-related production and service disruptions

Looking at the table, the main elements that make up the phenomenon of quiet hiring include the potential of internal resources, close monitoring and discovery of employees, renewal of human resources processes and getting rid of employee-related cost items.

When the research on quiet hiring is examined, another conceptual step is the antecedents that led to the approach. It is possible to see these in Table 5.

Table 5: Antecedents of the Concept

Antecedents of Quiet Hiring
Competitive pressure in the work environment
Human resource limitations around the world
Increased recruitment costs
Sustainable human resource policies
Changing perspectives of employers and managers on human resources
Increased need for qualified labor force as a result of technological transformation
Productivity losses due to quiet quitting
Possible negative effects of quiet firing

When the table is analyzed, it is seen that many events in the world conjuncture have a driving effect on quiet hiring. In the researches, especially the increasing need for qualified human resources and the effects of recruitment costs on business efficiency are among the most prominent reasons.

Although the quiet hiring approach is an approach adopted by businesses, its consequences are multidimensional. The concept has important consequences for employees, managers and the organization. Table 6 shows these consequences identified from the researches.

Table 6: Consequences of the Concept of Quiet Hiring

Results	
For Employees	Reducing skills shortages through trainings
	Raising motivation through promotions and rewards
	Increase in performance
	Making communication with employees more effective
	Strengthening the sense of commitment and belonging of involuntary employees
	Increase in job satisfaction
	Reduction in negative workplace experience and attrition rate
	Development of employees' leadership qualities
For Managers	Strengthening employees' sense of organizational justice
	Redesigning human resource management processes
	Supporting employees to participate in decisions
	Creating a system that closely monitors employee expectations and skills
	Strengthening performance appraisal
	Reduced absenteeism and labor turnover rates
	Easier retention of existing employees
For Business	Less dealing with conflicts between employees and non-employees
	Providing competitive advantage
	Reducing external dependency on employees
	Creating a culture of continuous learning and growth
	Reaching full capacity in human resources
	Reduced recruitment and talent marketing costs
	Increased productivity and profitability figures
	Gaining flexibility to adapt to changing conditions
	Softening the passive-aggressive organizational climate

Looking at the table, it is noteworthy that quiet hiring has possible effects for all three parties. Since it is a constructive and developmental understanding, it is noteworthy that the results predicted in the research on the concept are generally positive.

When it comes to the conceptual implications of the interaction between quiet hiring and stakeholders, it is seen that the issue needs to be addressed in a multidimensional manner as there are many stakeholders affecting businesses. When the inferences are first considered on the basis of employees, employees are considered valuable as a resource, their potential is discovered, they are developed through training and promotions, and their participation in decisions is emphasized. In other words, employees are the stakeholders at the focal point of the quiet hiring approach. There is a perspective that holds back potential resources such as new graduates, employees in rival companies, university students as stakeholders. On the contrary, for this potential human resource group, businesses that adopt the quiet hiring approach become a center of attraction. Because businesses that value their employees, do not lose them, work for many years, offer them development opportunities, and give them the chance to move up the career ladder are likely to attract the interest of potential human resources. Another important stakeholder is the business shareholders. Filling vacant

positions with existing employees, increasing performance, productivity, profitability and avoiding new recruitment costs have the effect of satisfying shareholders as stakeholders. Because for shareholders, the effects that increase the share value and profitability of enterprises and thus the earnings of shareholders are valuable. Managers, another important stakeholder group, have both advantageous and disadvantageous effects in the quiet hiring process. In human resources management, redesigning the process in many areas such as recruitment, training, performance appraisal, promotions, talent management and career development can be considered among the challenging effects on managers. However, when the existing human resources are positioned correctly and their potential is discovered, not dealing with problems such as turnover, absenteeism, performance losses, and easing the burden of managers in steps such as new recruitment and orientation can create advantageous effects. Another important stakeholder for businesses is customers. Customers are in the final position to evaluate the products and services. For this reason, businesses that do not lose qualified employees and evaluate them correctly can be protected from complaints and feedbacks of faulty production and service processes. It can take an advantageous position in quality and time management. Competitors are another stakeholder group. Businesses that cannot retain their existing employees are likely to lose qualified employees to competitors. For this reason, the quiet hiring approach acts as a barrier to prevent specialized, experienced people from going to competitors.

Quiet hiring is among the issues that directly interact with career management due to its content and restructuring effect. Career planning and development practices can be used to identify, train and position existing employees in line with needs and expectations. However, since these practices need to be transformed and adapted, the interaction is reciprocal. In other words, while quiet hiring transforms career management processes, career management feeds quiet hiring through its practices and activities.

Looking at the conceptual implications between quiet hiring and nepotism, it is thought that the concept of quiet hiring is directly similar to nepotism in the first place due to its name. Although it may be seen as nepotism to give priority to existing employees in recruitment instead of outsiders in order to use the potential of existing human resources correctly, in fact, this understanding involves close monitoring of employees and giving importance to the discovery of expectations and skills. Since promotions are based on talent, performance and merit, quiet hiring reveals an understanding in which nepotism is positively engaged. Otherwise, it is not possible for the approach to function correctly even if it is used in its first meaning such as favoritism and torpil. Because in an environment where intra-organizational justice and loyalty are damaged, it is difficult to see a full capacity performance from employees.

Discussion and Conclusion

When the researches on the concept of quiet hiring are examined, the conceptual dimension is discussed first. It was observed that the approach did not take different names and became widespread as quiet hiring. It was noteworthy that the definitions were shaped after 2022 and the researches were mainly conducted qualitatively. The concept, which is considered constructive among employer tendencies, has direct links with issues such as human resources, management and employee-specific issues. It can also be associated with issues such as cost, resources, restructuring, performance monitoring.

As the focal stakeholder of quiet hiring, employees are the most important element that businesses should consider when implementing this approach. Many employees expect

to be recognized, their needs and abilities to be understood correctly and their performance to be evaluated correctly (Yıkılmaz, 2022). For this reason, employees should be analyzed well, from career goals to determining what will be motivating. For this purpose, businesses need to strengthen their performance evaluation systems. 360-degree performance appraisal should be actively used by businesses in this process.

Communication is another important issue for the successful implementation of the quiet hiring approach. Businesses that want to discover employee talents and see their potentials correctly should strengthen communication within the organization. Human resources managers and experts need to establish an effective communication mechanism. Both horizontal and vertical communication channels should be used openly and effectively. Information should be shared and participative management practices should be supported. Employee participation should be ensured through regular meetings (Byrnes, 2024). The value given to them should be shown. Employees should be given feedback on implementation results (Harvard 2024).

In the correct positioning of employees, the development opportunities offered in this field as well as the existing talent, potential and desire have an important place in quiet hiring. For this purpose, human resources should be supported with trainings. Proactive opportunities can be offered to employees by promoting a culture of continuous learning and development. When the quiet hiring approach is supported by skill development activities, sustainable solutions can be produced in the long term (Euronews, 2024). Learning can start at the level of small groups and the organizational culture can be made open to learning and development (Harvard, 2024). This can facilitate the adoption of the approach not only by employees but also by many stakeholder groups such as managers and shareholders. After all these evaluations, when we look at the research question that questions the interaction with stakeholders, it is noteworthy that the interaction is very high and direct, and that not only employees but also many stakeholders such as potential human resources, competitors, customers, managers, etc. are in interaction with this approach.

In the past, career management was not as prominent as selection, placement and remuneration among human resources functions, but today, especially with the phenomenon of strategic human resources management, it has begun to take its rightful position. Quiet hiring, which aims not to lose qualified people, is in direct interaction with this function. Because the evaluation of internal resources is possible with career management studies. İrmış and Bayrak (2001) drew attention to inverted pyramid formations and increasing horizontal structures in changing organizational structures and emphasized that the management philosophy should change and the importance attributed to employees should be accepted differently. In career management, the employee should be put in an effective position (Pelit and Çetin, 2019). In this sense, quiet hiring is seen as an important supporter of how career management can be structured. Career management can be transformed into a better functioning mechanism with this system that accurately captures the expectations of the employee, imposes a leader role and inspires other employees. Thus, a brand new career management approach that assumes the task of recruitment in human resources management may emerge.

Quiet hiring may not be an appropriate approach when the number of employees is small or when existing employees are too full to take on additional responsibilities (Byrnes, 2024). Quiet hiring, which is an advantageous employment approach when applied correctly, turns into an approach that increases workload and fails to motivate when proceeding with a wrong process. For this reason, nepotism should be included in the process in a positive sense

so that the employees' perception of justice in the organization is not damaged. Otherwise, it is difficult to mobilize reluctant employees and bring qualified employees into the process more effectively. In organizations where nepotism is applied correctly, it is seen that a sense of solidarity and togetherness is formed and commitment to the organization is strengthened (Cuilla, 2005). Bellow (2003) defines this situation as good nepotism and emphasizes that prioritizing the appropriate employees makes it easier to manage other employees. In a study conducted in Turkey (Özler et al., 2007), it is stated that nepotism creates some advantages and "people feel more secure and comfortable when they encounter a familiar name or face". As all these studies indicate, quiet hiring should not be seen as direct nepotism. The interaction requires a positive evaluation of the concept in order to favor one's own employees. In order for nepotism to be applied positively, standards should be set, employees should be informed about the benefits of taking on new jobs and learning skills, remuneration and incentives should be transparent, designed in an open and rational manner, and an accountable management approach should be applied. Employees with leadership skills should be highlighted and made to set an example. Thus, a suitable organizational climate can be prepared for employee development (Yıkılmaz, 2022).

As a result, different dimensions of a new concept such as quiet hiring can be explored in future research. Concepts that are predicted to be in interaction can be tested with quantitative research. Therefore, this study is expected to provide support to both the organizations in the field of practice and the researchers in the literature.

References

Akar S. (2020). Örgüt kültüründe bir iş ahlakı problemi olarak nepotizm. Uluslararası Yönetim Akademisi, Cilt:3, Sayı:1, ss. 241-251.

Alesina, A. and Giuliano, P. (2007). The power of the family, NBER Working Paper, National Bureau of Economic Research, Cambridge, ss.1-52, <https://www.nber.org/papers/w13051.pdf>.

Anand, A., Doll, J. and Ray, P. (2023). Drowning in silence: a scale development and validation of quiet quitting and quiet firing. International Journal of Organizational Analysis. <https://doi.org/10.1108/IJOA-01-2023-3600>

Araslı, H., Bavık, A. and Ekiz, Erdoğan H. (2006). The effects of nepotism on human resource management: The case of three, four and five star hotels in Northern Cyprus. International Journal of Sociology and Social Policy, S.26 (7/8), ss. 295-308.

Below, A. (2003). In praise of nepotism: A natural history. New York: Doubleday.

Büte, M. (2011). Nepotizmin iş stresi iş tatmini olumsuz söz söyleme ve işten ayrılma niyeti üzerine etkileri: Aile işletmeleri üzerinde bir araştırma. Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, S.20(1), ss.175-194.

Büte, M. and Tekarslan, E. (2010). Nepotizmin çalışanlar üzerine etkileri: Aile işletmelerine yönelik bir saha araştırması. Ekonomik ve Sosyal Araştırmalar Dergisi, 6(1), 1-21.

Byrnes C. (2024). What is quiet hiring, <https://folksrh.com/en/blog/what-is-quiet-hiring/>

Campton, J., Tham, A. and Ting, H. (2023). Quiet quitting – Implications for Asian businesses. Asian Journal of Business Research, 13(2), 128–134. <https://doi.org/10.14707/ajbr.230153>

Casciaro T. and Piskorski J. M. (2005). Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependence theory. *Administrative Science Quarterly*. C: 50(2). s. 167-199.

Cascio, W. F. (1992). *Managing human resources: Productivity. Quality of work life, profits*. McGraw-Hill, Inc., New York.

Castrillón, C. (2023). How quiet hiring will shape the workplace. *Forbes*, January 13. <https://www.forbes.com/sites/carolinecastrillon/2023/01/13/how-quiet-hiring-will-shape-theworkplace/?sh=cb9ba0e62a5d>

Ciulla, J. B. (2005). In praise of nepotism? *Business Ethics Quarterly*. 15(1):153-160.

Dana L. G. and Dienhart, J. W. (2007). Business ethics in the corporate governance era: Domestic and international trends in transparency, regulation and corporate governance. *Business and Society Review*, S.112(2), ss.163-164.

Davis F.G. and Cobb A. (2010). Resource dependence theory: Past and future. *Research in the Sociology of Organizations*. Vol: 28. s.21-42.

Dmytriyev, S. D., Freeman, R. E. and Hörisch, J. (2021). The relationship between stakeholder theory and corporate social responsibility: Differences, similarities, and implications for social issues in management. *Journal of Management Studies*, 58 (6), p. 1441-1470. <https://doi.org/10.1111/joms.12684>.

Düz, S. (2012). Konaklama işletmelerinde nepotizm ile örgütsel bağlılık arasındaki ilişkinin incelenmesi. (Yayımlanmış Yüksek Lisans Tezi), Afyon Kocatepe Üniversitesi, Sosyal Bilimler Enstitüsü, Afyonkarahisar.

Emerson, R. (1962). Power-dependence relations. *American Sociological Review*. Vol: 27 s. 31-41.

Erdoğan, N. (1999). Kariyerde yeni yaklaşımlar ve istihdamın etkisi. *Mess Mercek Dergisi*, 4(16), 63-72.

Euronews (2024). Quiet hiring is silently revolutionising the workplace <https://www.euronews.com/next/2024/05/01/quiet-hiring-is-silently-revolutionising-the-workplace>

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman: Boston.

Garriga, E. and Mele, D. (2004). Corporate social responsibility theories: Mapping the territory. *Journal of Business Ethics*, 53, p. 51–71.

Glueck, M. (1985). *Personnel management: A diagnostic approach*. Business Publication.

Gratton, L. (2021). Why it's so hard to keep and recruit employees right now available at: <https://sloanreview.mit.edu/article/why-its-so-hard-to-keep-and-recruit-employees-right-now/>.

Harrison, J. S. and Wicks, A. C. (2021). Harmful stakeholder strategies. *J Bus Ethics*, 169, p. 405–419.

Harter, J. (2022). Is quiet quitting real?, *Gallup Workplace*, <https://www.gallup.com/workplace/398306/quiet-quitting-real.aspx>.

Harvard Business, (2024). The real way to quiet hire, <https://www.harvardbusiness.org/the-real-way-to-quiet-hire/>

Houghton, R. (2022). Quiet hiring: The elephant in the room. https://www.linkedin.com/pulse/quiet-hiring-elephant-room-robert-houghton/?trk=pulse-article_more-articles_related-content-card

İrmiş, A. and Bayrak, S. (2001). İnsan kaynakları yönetimi açısından kariyer yönetimi. *Sosyal Ekonomik Araştırmalar Dergisi*, 1(1-2), 177-186.

Joyce, V. D. L. S, Ajay A. and Rasoul H.T. (2005). Exploring differences in social disclosures internationally: A stakeholder perspective. <http://www.sciencedirect.com>.

Kaba, A. and Aktaş, H. (2018). Nepotizm ve örgütsel adalet algısının bireysel performansa etkisi: Özel eğitim kurumlarında çalışanlar üzerine bir araştırma. *Karadeniz Teknik Üniversitesi Yönetim ve Organizasyon Kongresi, Bildiriler Kitabı*, 291-299.

Madell, R. and Inran, J. (2023). What to know about quiet hiring. *U.S. News & World Report*, <https://money.usnews.com/money/blogs/outside-voices-careers/articles/what-is-quiet-hiring>

Mahon, J. F. (2002). Corporate reputation: Research agenda using strategy and stakeholder literatüre. *Business & Society*, 41 (4), p. 415-445.

McRae E., R., P. Aykens, K. Lowmaster and J. Shepp (2023). 9 trends that will shape work in 2023 and beyond. *Harvard Business Review*, January 18, 2023. <https://hbr.org/2023/01/9-trends-that-will-shape-work-in-2023-and-beyond>.

Noe, R. A. (1999). İnsan kaynaklarının eğitim ve gelişimi. (Çev.: Çetin, C.). Beta B.Y.D. İstanbul.

O'Boyle Jr, E. and Aguinis, H. (2012). The best and the rest: Revisiting the norm of normality of individual performance. *Personnel Psychology*, 65(1), 79-119.

Oliver, C. (1991). Strategic responses to institutional processes. *Academy of Management Review*. Vol: 16. s. 145-179.

Ombando, P. O. (2018). Nepotism and job performance in the private and public organizations in Kenya. *International Journal of Scientific and Research Publications*, S.8(5), ss.474-494.

Özler, H. Özler, D.E. and Gümüştekin, G. E. (2007). Aile işletmelerinde nepotizmin gelişim evreleri ve kurumsallaşma. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*. 1(17): 437-450.

Pelit, E. and Çetin, A. (2019). Turizm işletmelerinde insan kaynakları yönetimi işlevi olarak performans değerlendirme ve sorunlar: Kavramsal bir değerlendirme. *İstanbul Aydın Üniversitesi Dergisi*, 11 (2), 165-203.

Pfeffer, J. and Salancik, G. R. (1978). The external control of organizations: A resource dependence perspective. New York: Harper & Row.

Şimşek, M.Ş. (1998). Yönetim ve organizasyon. Mikro Dizgi, Konya.

Vohra, S. (2022). Quiet firing: How to tell if your boss is trying to get you to quit. www.gqindia.com/get-smart/content/quiet-firing-how-to-tell-if-your-boss-is-trying-to-get-you-to-quit.

Yavuz, B. and Akın, A. (2016). Nepotizm ile örgütsel adale arasındaki ilişkiyi tespit etmeye yönelik bir araştırma. Uluslararası Sosyal Araştırmalar Dergisi, 9(44), 1270-1281.

Yıkılmaz, İ. (2022). Quiet quitting: A Conceptual investigation. In Anadolu 10th International Conference On Social Science (pp. 581-591).