

# Why Employees Quit: HR Perspectives on the Great Resignation

Ms. Sharvai Raut

Assistant Professor St. John College of Humanities and Sciences, Palghar Maharashtra

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**Abstract -** In recent years, many organizations have seen a notable increase in voluntary employee turnover. This trend is often linked to workplace stress, constant monitoring, and a poor organizational culture. This paper looks at how constant supervision, high performance pressure, lack of respect, and intrusive oversight lead to employee dissatisfaction and reduced productivity. From a human resource standpoint, these factors not only raise employee anxiety but also harm trust, morale, and engagement. The study shows that excessive control creates a tense work environment, which ultimately drives employees to leave. The paper also suggests HR interventions to encourage psychological safety, mutual respect, and balanced performance management systems.

**Key Words:** Workplace Surveillance, Micromanagement, Work Pressure, Lack of Respect, Organizational Culture, Employee Stress, Burnout,

**1. INTRODUCTION** Employee retention has turned out to be one of the most critical issues that organizations are currently grappling with. In recent times, there has been a sharp rise in the number of employees leaving their organizations on their own accord. This has forced organizations to rethink their working styles and cultures. Although salaries and career progression are important, research and observations have indicated that employees are leaving their organizations due to negative work cultures and not because of financial constraints.

One of the biggest concerns in today's work environment is the level of control and monitoring that is practiced in most organizations. Most organizations use monitoring systems and software to increase their employees' productivity. However, when this level of control and monitoring becomes too much, employees feel that they are not trusted and hence feel uncomfortable in their work environment. Instead of being more creative and concentrating on delivering quality work, employees are more concerned about making mistakes and getting caught. Micromanagement is yet another major issue that

affects employee morale. Employees feel they are losing their independence and self-confidence when they are micromanaged. This makes them nervous and dissatisfied, leading to decreased productivity. From a Human Resource point of view, these work environment issues not only impact employee health and wellness but also impact business success. For instance, turnover can lead to recruitment costs and damage an organization's reputation. Thus, it is important to understand why employees are leaving work due to pressure, surveillance, and lack of respect.

## 2. Body of Paper

### Excessive Monitoring and Surveillance in the Workplace

With the use of technology in the form of digital tools and remote working systems, organizations have implemented various systems of monitoring employees. Monitoring helps in accountability. However, excessive monitoring results in:

- Lack of trust between the employer and the employee
- Sense of being judged
- Increased stress levels
- Lack of creativity

When employees feel that they are being watched at all times, they experience discomfort. They do not focus on delivering good work; rather, they focus on not doing anything wrong.

### High Pressure and Unrealistic Expectations

Having to meet targets, achieve deadlines, and compare with peers generates high pressure. When there is constant high pressure without support and encouragement, the outcomes are:

- Burnout
- Emotional exhaustion
- Decreased job satisfaction

- Increased absenteeism

Productivity will decrease if the employees are driven by fear instead of motivation, and the absence of appreciation will undermine their commitment.

### Lack of Respect and Recognition

Respect is a basic human need in the workplace. Employees leave when they are exposed to:

Public criticism

Ignoring of opinions

No appreciation of hard work

Disrespectful communication

If workers feel undervalued, it affects their emotional attachment to the organization. Top performers also leave when they are in a workplace that does not respect them and does not maintain employee dignity.

### Impact on Productivity

Ironically, over-monitoring and pressuring of workers often result in:

Lower productivity

High turnover costs

Poor team morale

Negative reputation of the organization

According to research done in human resource management, it is evident that trust-based management is more likely to result in better performance than fear-based management



Fig -1: Figure

### 3. CONCLUSIONS

From the findings of the study, it is evident that employees are more likely to quit when they feel they are constantly watched, overpressured, lack respect, and are micromanaged. This nervous environment is likely to reduce productivity rather than increase it. It is essential for organizations to understand that trust, autonomy, and respectful communication are key aspects of a healthy work environment. Human Resource departments play a crucial role in ensuring that policies are designed with consideration of these aspects. Organizations should, therefore, move from a controlling management style to a trusting management style. In conclusion, it is evident that employees do not quit for higher pay; they quit for an environment where they feel unvalued, overpressured, and constantly watched.

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