

**La gran renuncia, aspectos psicológicos, económicos, y la
resiliencia organizacional en EUA y México**

***The Great Resignation: Psychological and Economic Aspects, and
Organizational Resilience in the U.S. and Mexico***

***A grande resignação, aspectos psicológicos e econômicos e resiliência
organizacional nos Estados Unidos e no México***

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Resumen

El presente trabajo se ubica dentro de los estudios organizacionales, económico-administrativos; busca explicar el fenómeno de la gran renuncia y su comportamiento complejo en la sociedad actual. El objetivo es analizar las percepciones de los trabajadores mediante una metodología cualitativa, así como de los empleadores en algunas organizaciones de Estados Unidos y de México de distintos tamaños por medio de gráficas estadísticas y fórmulas matemáticas que explican la relación entre el comportamiento organizacional y social estructural. En las conclusiones resalta que la percepción entre trabajadores y empleadores es diferente, por lo tanto, las estrategias implementadas por los empleadores para lograr la resiliencia no corresponden con lo percibido por los empleados.

Palabras clave: comportamiento complejo, la gran renuncia, organizaciones.



Abstract

The present work is located within organizational, economic-administrative studies; it seeks to explain the phenomenon of the large resignation and its complex behavior in today's society. The objective is to analyze the perceptions of workers through a qualitative methodology, as well as those of employers in some organizations of different sizes in the United States and Mexico by means of statistical graphs and mathematical formulas that explain the relationship between organizational and social structural behavior. The conclusions highlight that the perception between workers and employers is different, therefore, the strategies implemented by employers to achieve resilience do not correspond to what is perceived by employees.

Keywords: complex behavior, the great resignation, organizations.

Resumo

O presente trabalho situa-se dentro dos estudos organizacionais, econômico-administrativos; busca explicar o fenômeno da grande resignação e seu complexo comportamento na sociedade atual. O objetivo é analisar as percepções dos trabalhadores por meio de uma metodologia qualitativa, bem como dos empregadores em algumas organizações de diferentes portes nos Estados Unidos e no México por meio de gráficos estatísticos e fórmulas matemáticas que explicam a relação entre o comportamento organizacional e social estrutural. Nas conclusões destaca-se que a percepção entre trabalhadores e empregadores é diferente, pelo que as estratégias implementadas pelos empregadores para alcançar a resiliência não correspondem ao que é percebido pelos trabalhadores.

Palavras-chave: comportamento complexo, a grande resignação, organizações.

Fecha Recepción: Julio 2022

Fecha Aceptación: Enero 2023

Introduction

We currently live in turbulent times. While some of the catalysts can be traced back to the second half of the last century, the severe acute respiratory syndrome coronavirus type 2 (SARS-CoV-2) pandemic and the Russian military invasion of Ukraine are two of the the events that have driven this instability the most.

The psychological effects of inflation due to the low labor supply (Lozano and Reina, 2021) compared to the high demand imply that a complex behavior is taking place at the international level. The layoff phenomenon, followed by the accelerated recovery



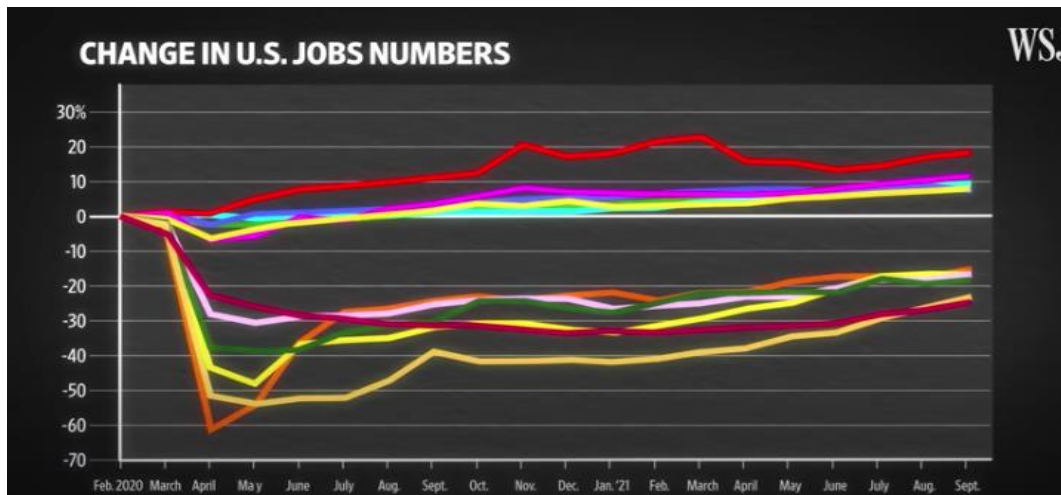
of hiring, has made some workers feel like little valued objects, or what is the same, they have stopped believing that they were, as they had been told, important to their companies, which has led them to reassess their work situation, their concept of life, and has launched them in search of new and better employment opportunities, such as unionization at Starbucks (Forbes Staff, June 7, 2022).

Under this turbulent scheme at a social and economic level, generalized strategies have been generated by both workers and employers under the Kuramoto model. And as a consequence, there have been salary increases, in the case of McDonald's (Velásquez and Baquerizo, 2022), and a reduction in the hiring age, which did not obtain a favorable response from the workers, who seek new employment conditions. work (or have tried to return to jobs that no longer exist). All these elements have impacted production costs and inflation, since the rise in wages and shortages due to the breakdown of supply chains impact the cost of raw materials and energy, which has been aggravated by the current war conflict in Eastern Europe.

Taking the above into account, this paper shows some of the social consequences that are assumed to be serious psychosocial and organizational traits, such as the increase in hikikomoris —individuals who, as a result of confinement and the concomitant depression, decided not to leave their home again. their houses; many of them, therefore, decided to stop working. This socio-organizational indicative variable, with individual implications, exposes what is shown as the objective of the work: the interpretation of the categories that within some graphs explain the phenomenon of the great resignation as a complex organizational element of an interdependent and multifactorial open system. turbulent. For this purpose, the analysis of the discourses on some of the meanings that the workers emit as personal subjective interpretation at various levels of consciousness is carried out. Finally, an assessment is made based on semiotics and the interpretative discursive analysis of the phenomenon of the great renunciation.

In the literature related to the topic addressed here, there are works that describe the growing phenomenon of retailers or retailers without a physical store, economic actors that sell online directly through social networks, etc., while other industries and companies that have lost workers, despite having reopened their production and service, have not largely recovered their workforce. In this sense, it is considered, for example, the tourism sector (reservations), museums, the film industry and music, as can be seen in figure 1, which shows the resignation in various US economic sectors from February 2020.

Figure 1. Change in United States Jobs Numbers



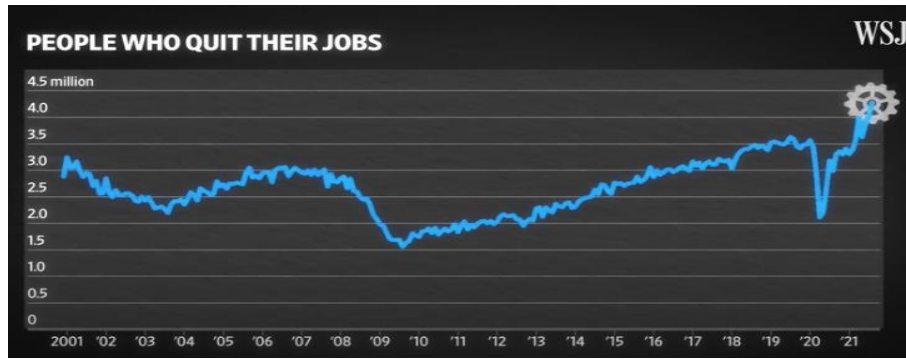
Source: *Wall Street Journal* (2022) usando datos de Boureau of labor stacticics to sep. 2022 https://www.bls.gov/schedule/2022/09_sched_list.htm , artículo The Great Resignation Explained in One Chart.

As can be seen in figure 1, the contractual human behavior of resignation has been relatively generalized in the context of the United States —although it is not a phenomenon exclusive to this country—, however, the graph itself, although it exposes the phenomenon in a quantitative way, does not explain the causes, which have not been studied or understood as scientific variables, which is what this article proposes.

Variable effects on active workers of the great resignation

In the last two years, record numbers of resignations have been reached. For example, in August 2021, more than four million workers quit their jobs in the United States (Egan, October 12, 2021). And a consequence for those who have remained in their jobs is that they have had to increase the number of working hours in their organizations, for example, there is the case of health workers, which has psychological implications. (Martín y Pacheco, 2021).

Figure 2. People Who Quit Their Jobs



Source: *Wall Street Journal* (2022) Bryan mena, Workers Quit jobs at a record level in November, <https://www.wsj.com/articles/job-openings-us-growth-01-04-2022-11641256945>

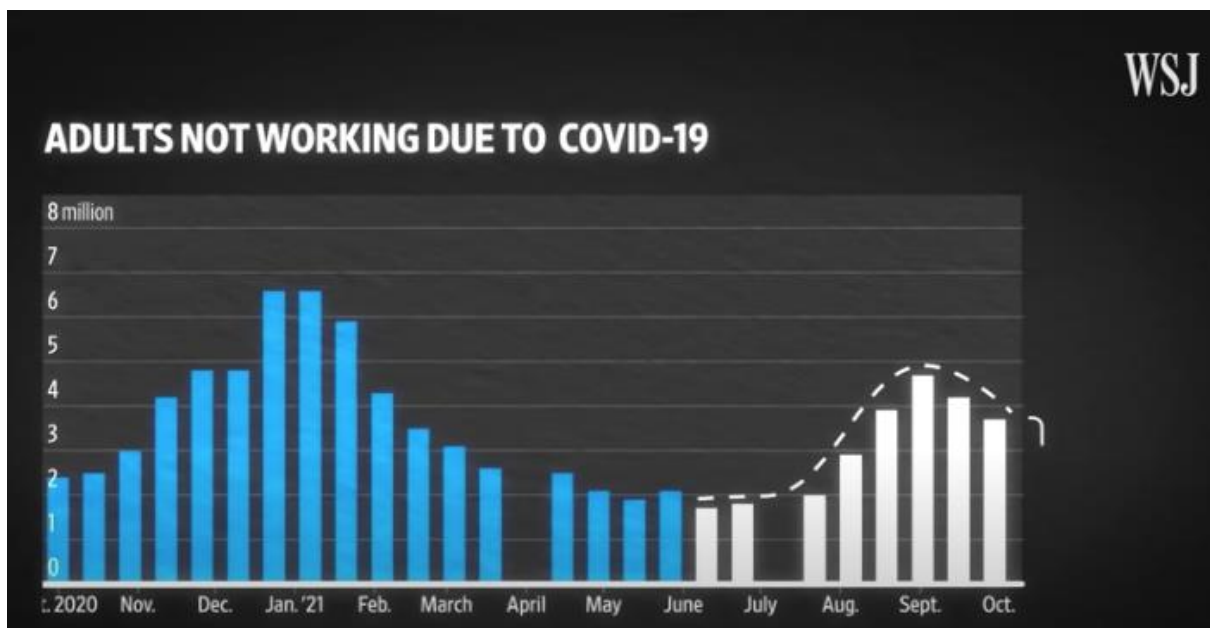
As can be seen in Figure 2, there is an increasing trend of people quitting their jobs between 2001 and 2021 in the United States. Of course, the reasons for resignations may be different in other countries, or in other continents such as Europe, Asia. In countries with realities similar to Mexico, as in Latin America, we must study whether there may be common causes that can be extrapolated to identify an analytical scheme of the phenomenon presented.

In an article written by Liu (March 16, 2022), who consulted several therapists about how their patients changed their way of seeing work as a result of the covid-19 pandemic, it can be read that for many of the patients between 20 and 30 years “devoting all their time to work was a survival mechanism for how the pandemic was taking everything from us” (para. 10). But layoffs due to the pandemic and job insecurity made people feel like they were losing that sense of identity: “Covid changed what they thought they wanted to do with their lives” (para. 10), says Sahaj Kohli, one of the therapists interviewed, and others became disillusioned by placing too much value on their work. Kohli's relationship with her patients is especially strained, many of whom are children of immigrants and often view her career choice as a reflection of her parents' sacrifice. But when one of her patients reports feelings of chronic overwork, Kohli works with them to set better boundaries, including untangling some of the sense of identity he brings to her work (Liu, March 16, 2022) .

The devastation of Covid-19 has led many people to reassess what they prioritize in life and how they spend their time, she adds. Between logging work hours and spending time with loved ones, people overwhelmingly choose their relationships with one another (

The organizational reality manifested in the discourse implies not only the variable of chronic overwork and its possible consequences, physical, psychological, but also a normalization of the conditions that before the pandemic had not been made aware by the members of the organizations in the various Hierarchical levels. As can be seen in figure 1, in green, it is the result of fear of contagion, but it could be psychosocially constructed beyond the period of the covid-19 pandemic, and that became conscious in individual reflection on working conditions. . For workers with low wages, such as cooks or those who work in cleaning, the payments during the pandemic represented a demotivating factor to return to their jobs, since there was also the risk of contracting covid.

Figure 3. Adults Not Working Due Covid-19



Source: Wall Street Journal (2022 aug, 25) Sumathi Reddy, Over two Millins Americans aren't working Due to Long Covid, <https://www.wsj.com/articles/over-2-million-americans-arent-working-due-to-long-covid-says-brookings-11661364528>

Figure 3 illustrates the case of adults who are not working because they have contracted covid-19, or are taking care of someone who has it, or who are afraid of being infected (two million in the United States alone). however, since we live in a world economy that is interconnected and interdependent on international trade, this affects both companies and workers and wages in Mexico.

Another phenomenon analyzed that occurs in the temporal context (pandemic, covid-19 post-pandemic) is that people are retiring due to age or request early retirement;

This has been a phenomenon that has been widely seen in Germany (López, 2020), a country that has not had the capacity to fill these jobs given that many of them are highly specialized, so it has not been able to do so even with a large population. migrant from other countries. In the case of Canada, they have not been able to fill the jobs that are needed, especially low-trained personnel in the storage area (Porrás, December 14, 2018). This early retirement is focused in particular on the baby boomer population, given their concern about the pandemic, or due to their gains in the financial stock markets or the increase in housing prices, that is, because they are in a comfortable financial situation.

Others have quit due to burnout (emotional exhaustion at work) or because they are looking for new employment opportunities where there are better working conditions, fewer hours, or work online, or are looking for a better salary for the same work, which causes these workers to constantly switch from one industry to another. In this context, the real winners are the e-commerce and shipping and warehousing industries (which is why Amazon shares have risen), leading to job creation in these industries (pink line in figure 1). Other jobs and industries that have grown are those related to pharmaceuticals, so the number of scientists in these areas has also grown (green line in figure 1).

As of January 2021, the number of working mothers who had been living with their children was 18.5 million in the United States. We have, for example, the case of Jessica, who entered the container loading and unloading business in the California area (which is where the containers from Shanghai arrive and which has produced not only shortages in the supply chains, but also which has been one of the factors of inflation, particularly due to the just-in-time and total quality management model). With this move, Jessica's salary improved and her contractual conditions improved, with paid vacations and health insurance. For their part, the thinking style of the millennial generation is related to the fact that they want jobs that represent challenges and are not monotonous, which is why they are joining work schemes and internships in industries where they can learn more, which implies a change both from a generational perspective as from a paradigm in the relations between workers and employers.

Another psychological factor that plays a role in this context is that it is easier to think about getting another job while having the psychological security of having one (Leitón and Arteaga, 2022). While the economy is reactivated there have been even more resignations; Working from home made workers think that they could be more "themselves" and better organize their lives and, for their part, companies realized that in less amount of time, productivity could be increased (García, 2022). . The workers identified that they could save fuel and transportation time when they had to return to



their jobs after the pandemic, which led them to demand less time in the office for the same salary.

Thus, companies not only face the problem of hiring, but of keeping the employees they have, which is not alien to the Mexican reality, where the toxic organizational climate produced by type X leadership (Flores, 2021), has fostered a high level of turnover (Trujillo, Tuesta, Viena and Coronado, 2021). But, at the same time, due to the fact that financial and, above all, fiscal support was not granted to small and medium-sized enterprises (SMEs) in Mexico during the pandemic period, the individual psychological process (cost-benefit evaluation and benefit maximization of being economic human) of the possible lack of employment initially motivated (or rather forced) workers not to leave their jobs during and after the pandemic. In general, the motivation strategies of companies have focused on salary increases and not on personal development. However, the increase in wages is also affecting the increase in prices, that is, inflation.

Figure 4. Salary Increase versus Inflation



Source: *Wall Street Journal* (2022, July, 17) Danny Dougherty, Inflation Has Out Paced wage growth. How It's Cutting Into Spending <https://www.wsj.com/articles/inflation-has-outpaced-wage-growth-now-its-cutting-into-spending-11658050200>

None of the traditional motivational elements, such as a salary increase (Maneechaeye and Potipiroon, 2022), focuses on worker self-realization, that is, on creating a new approach that seeks to make workers feel happier, with flexibility for them

to learn new skills and the possibility of spending more time with their family, and within companies to have meaningful conversations between workers and hierarchical levels, that is, conversations that are not only related to work and where they are taken into account workers' opinions on the substantive issues of their work, rather than just tangential responses. Or, to prevent burnout, the company should close its doors two weeks a year and prevent anyone from being able to work.

Apparently 25% of the population has planned to change jobs this year¹. In Germany it looks for workers with and without experience, in industry, health, or commerce, the influx of foreign qualified workers is not giving results. Now the immigration law will be reformed, lack of personnel in gastronomy, drivers, kindergarten, and problems with 148 professions, causing problems with 56% of companies².

Seeking to relocate workers closer to home

A problem identified as an explanatory variable lies in the balance between work, family, and personal life (Ruiz, Pullas, Parra, and Zamora, 2018). The world was designed in terms of focusing our lives around work, selling our lives, planning our time around work; while currently people have begun to think about the unpredictability of life, what can be lost in a couple of days has made humanity reflect on whether what human beings need are hours in the office.

In response to these changes, and due to the rethinking of personal life priorities, workers have ventured into new types of hobby-based jobs (Sovacool, Upham, & Monyei, 2022), created related content, and monetized it through of personal pages. Beyond the monetization of a personal passion, it is the impulse or motivation of not being under the direction of a toxic boss.

Thus, something that motivates workers in new jobs is that there is no longer a boss, there are flexible hours, the demands come directly from the clients and the fear factor can be avoided at the brain level as a consequence of a toxic boss and a type X leadership, which is always threatening in terms of dismissal or salary reduction (Terranova et al., 2022). The money factor in places where government support was withdrawn had no effect on workers returning to their jobs (López, 2021). Reflections about where I want to live, where I want to work, what kind of career I want, are

¹ https://www.eldiario.es/politica/cuatro-trabajadores-quiere-cambiar-empleo-proximo-ano_1_9216117.html

² <https://www.dw.com/es/alemania-busca-trabajadores-con-y-sin-cualificaciones/a-62605180>



apparently affecting decisions at a psychological level and this has become a movement within a turbulent work environment, associated with the fluid flow model, modeled by the Navier Stokes equations (Guerrero, Guerrero y Pérez, 2021).

$$\nabla \cdot \vec{u} = 0$$

$$\rho \frac{D \vec{u}}{Dt} = -\nabla p + \mu \nabla^2 \vec{u} + \vec{p} \cdot \vec{F}$$

In this model it is interpreted that the individual behavior of the actors results from the high sensitivity to the initial conditions, which under a scheme of turbulent contingencies environment determines the mobilization of the subjects within the complex system.

But also complex collective behavior (Martín and García, 2007) in the social sphere which, as has been pointed out, has elements such as offering different responses to the same situation, or presenting bifurcations, can also show a fractal type of behavior of Mandelbrot (Guerrero and Pérez, 2022), which is given for given by:

Un punto $C \in \mathbb{C}$ es un punto de \mathcal{M} si

$$\lim_{n \rightarrow \infty} \|Z_{n+1} = Z_n^2 + C\| \neq \infty, Z_0 = 0$$

In other words:

$$\mathcal{M} = \{c \in \mathbb{C}: \|Z_n\| \nrightarrow \infty\}$$

Being Z_n the sequence defined by:

$$Z_{n+1} = Z_n^2 + C; Z_0 = 0$$

On the other hand, we know that the social behavior of individuals is determined by a set of cultural values (political, economic, etc.), but also by a logic of feelings (Molina and Martínez, 2022) that affects actions at the individual level, group and collective; thus, the dynamics or behavior of the subjects is synchronized in time and movement with their actions unconsciously, as explained through the Kuramoto model:

$$\dot{\theta}_i = \omega_i + \frac{K}{N} \sum_{j=1}^N \sin(\theta_j - \theta_i)$$

In such a way that the behavior can be explained through the subjective value of the psychological scarcity of work, according to Hayek. The problem is that the conception of the psychological reality of the worker depends on the specific context in which he finds himself, so the mobility of workers to other cities, or part-time students who left their income in the cities and returned to their states, implies that they are unaware of the new working conditions with their new circumstances (Santa Cruz et al., 2022).

In this new turbulent reality, labor relations are changing as workers consider it a better strategy to become a freelancer, and the employer realizes that by hiring you they do not have to offer you hiring benefits; Thus, the psychological landscape in the employment relationship has changed. New systems are being created where workers have tried to be entrepreneurs, where they themselves become a business to business to client system, which ends up modifying the organizational culture. (Xenikou, 2022).

The world has changed

As a consequence of living through a turbulent period, the world has changed and with it the culture and, therefore, the organizational culture. Postmodern organizations, for example, all those that have been established under the electronic commerce model, maintain new dynamics of social interaction between workers, suppliers, clients and employers, must be restructured by integrating elements and strategies that allow them to adapt and survive in a new scenario with these new social demands and values created from the change in the context and from the organizational change. A contradiction then arises in the field of workers, since, on the one hand, individual needs remain, for example, paying bills, food, children's education, electricity, etc., which leads to those who have a job to seriously consider the risk of a change and assess whether it will be able to meet their basic needs and improve their standard of living. But, on the other hand, the problem and the increasingly overwhelming reality is that workers in companies do not want to spend more free time with their bosses, as if they were their friends or family (Sánchez, 2010).

It is worth saying that before the pandemic it is not that burnout did not exist (Suárez, Núñez, Cerezo, Rosário and Rodríguez, 2022), but rather that the pandemic made it evident. There are vital variables that do not return, such as health and time, in such a way that the use of the time that workers dedicated to commuting to work can now be used to study electronically something that really interests them and that they consider makes them grow like people. According to López (2021), 85% of workers hated their jobs before the pandemic; This has to do with the relationships that are established within companies (Castaño, 2022), lack of commitment (Sumarsi and Rizal, 2022), lack of purpose, sense of belonging (Peng, Chen, Barnes, and Kladou, 2022), lack of optimism (Laskin & Mikhalovna Nesova, 2022), lack of feeling productive (Leutner, Akhtar & Chamorro-Premuzic, 2022), feeling the mission of the company (Lashway, 2022) and having real connections with their bosses (Blakeman & Taylor, 2022). All this, as can be



seen, is related to toxic working conditions (Lahdenperä et al., 2022), culture, politics and burnout.

There is thus a cognitive dissonance regarding psychological perceptions between employees and employers. In a research carried out by Monster (Cooban, July 7, 2021) it was found that 95% of employees consider changing jobs and that 92% of them are willing to change industries to have other positions. Employers think that only 8% of their workers will quit once the pandemic is over. It is important to note that knowledge, skill and creativity live in the brains of the people who work in companies and cannot be replaced by machines, because they are programmed to do what they are told, but do not have initiative. Without human talent, there are no new products, and without them there are no industries. This is related to education, since educational systems are still designed to learn to read, but not to create, to have critical thinking, emotional intelligence, financial education and self-awareness, their abilities and their interests.

Employee job dissatisfaction

Workers are not satisfied with their current jobs, 45% prefer to work from home (Interempresas Newsroom, September 6, 2021) and what matters to them is flexible hours in remote work. In addition, it has been seen that workers have been 42% more productive from home (“Employees, more productive from home?”, May 12, 2015), but they also psychologically know that they have more power than they had due to the demand for work. In Cuernavaca, Mexico, for example, street commerce increased by more than 40% because workers prefer to work and earn for themselves without having bosses (Cárdenas, October 10, 2021), this contrasts with the fact that the Established companies offer jobs in those same locations. Apparently, the problem lies in the types of leadership.

Regarding loyalty to the company, this is part of the psychological contract to sell work for money that allows basic needs to be met and provides the security of having a job that you will not lose quickly. This allows making plans for reasonable periods of time in exchange for loyalty to the company; only, apparently, it is a situation that is changing because workers who have been hired for a long time notice that they earn less than those who are constantly changing jobs, and this, from the phenomenological point of view, implies that Also, people simply no longer want to work because they have stopped believing in the goodwill of the company. But there are also companies that treat their employees badly, particularly their bosses, and this has the effect of transferring the meaning to all companies, whether they are good or not, which highlights the need for the golden rule: don't do to others what you would not want them to do to you; that is,



good treatment is more effective than economic compensation, since the employee can have conditions such as a golden seat and very good pay and still feel trapped in a relationship with the boss that they dislike (Jiménez and Hernández, 2007).

Thus, employees reflect on what is worthwhile, while those who hold management positions in a company are trapped between leadership and employees. Leaders need to make the daily commute from home feel worthwhile as opposed to the option of flexible work, which implies not always being connected, which seems to lead to the need to create the social capital of hybrid work.

In the next two years, 51% of centennials and 48% of millennials expect the opportunity to work across the metaverse; only 16 out of 100 people believe that virtual reality will have no impact on their work³, Therefore, organizational resilience will also depend on the ability of employers to adapt to these new complex psychological conditions of the labor market, where we are facing an environment of uncertainty and workers are willing to carry out actions that involve personal risk to change their conditions.

You work, sell, buy and study differently; This new culture also affects the organizational culture, which must adapt to the new economic and social conditions. It should be made clear that the type of world that existed, as well as companies, looked for personnel who spent many hours doing repetitive work in a factory, without questioning, without moving and without thinking; This reality has changed for another, with factories that work with robots, however, what is done by these devices depends on the creative capacity of programmers, who can acquire these skills for free through courses on the Internet.

This is related to the so-called liquid society (Bauman, (2013), that is, millennials are no longer looking for a stable job, where they will work for 30 years waiting for retirement, a family, etc., but rather they are constantly looking for new opportunities, for those who do not marry, do not have children and move freely. It is this freedom that personal entrepreneurship offers through micro-enterprises emerging on the Internet, and that gives them the capacity for self-realization in what they really want, since self-actualization occurs in a social context, that is, culture, as well as values and beliefs, as well as the normalization of a new sociocultural context, affect perceptions and behaviors at the individual level and organizational behavior.

³ <https://www.economista.com.mx/capitalhumano/Metaverso-y-trabajo-Como-llevar-los-entornos-laborales-a-la-realidad-virtual-20220505-0098.html>

As a result of all this, work and the women who have decided to stay to educate their children and spend more time with their family (de Grande, Frasko, Gaitán and Llobet, 2022), since there are more important things in life than money, like living with the children. We also have the decision of the students, who from childhood and from basic education to university have preferred not to return to the classroom.

The final explanation, the real cause of resignations: toxic work

Here we will define a toxic work environment as the possibility of humiliation in the workplace, living in an environment of constant negativity, under a system that enables a probable area of danger, whether this is due to possible heart attacks, increased blood pressure blood loss, reduced immune response, constant anxiety, depression or chronic sadness. It is a workplace where people do not work as a team, but are pitted against each other, living among gossip, where everyone plays blame among themselves and steals credit for the work of the operatives who usually have one personality. dependent, avoidant, obsessive-compulsive or with a high superego, and with psychopathic and narcissistic bosses. Thus, the former try to impress their direct bosses, but they tend to have fights among themselves, they are constantly harassed by other colleagues and their bosses. Nicknames are also used, groups are created, there is favoritism and nepotism; Stress is glorified and work is normalized, even on weekends, without any credit or extra payment to the worker; but where mistakes are punished with humiliation and in front of everyone, via a boss who insults the workers with expressions like "that's a good for nothing", and people's education and value are questioned, and in Mexico, for The color of the skin. Unfortunately, there is no conceptualization with scientific variables in the literature that explains the exposed variables, and for this reason, the indicators for a first outline of definition are presented in this article and thus contribute to future lines of research.

Toxicity has been normalized in the workplace as an organizational culture that ruins careers, health and general well-being. The pertinent question to the proposed analysis is: why, if the human resources area has existed since the 1940s, has it done nothing to reduce the problem? In this regard, the Elton Mayo school of human relations began with his studies at Hawthorne Western Electric to analyze the problem of high turnover in companies in the United States, and was the forerunner in the area of human resources, and thus identified the problematic of the logic of feelings. This may be a consequence of negativity flowing from the top, through the middle and upper management hierarchy levels. In Mexico, NOM-035 explains psychosocial risk factors,



conditions in the work environment, workloads, lack of control over work, shifts and rotation, interference between the work-family relationship, and depending on of the argument about the relationship between bosses and workers:

Negative leadership and negative relationships at work:

- Negative leadership at work refers to the type of relationship that is established between the employer or his representatives and the workers, whose characteristics influence the way of working and the relationships in a work area and that is directly related to the attitude aggressive and/or imposing; lack of clarity of roles in activities, and little or no recognition and feedback of performance, and

- The concept of negative relationships at work refers to the interaction established in the work context and covers aspects such as the impossibility of interacting with co-workers to solve work-related problems, and unfavorable characteristics of these interactions. in functional aspects such as poor or no teamwork and social support, and

Workplace violence, in accordance with the following:

- Harassment, psychological harassment: Those acts that damage the psychological stability, personality, dignity or integrity of the worker. It consists of systematic and persistent intimidation actions, such as: discredit, insults, humiliation, devaluation, marginalization, indifference, destructive comparisons, rejection, restriction of self-determination and threats, which lead the worker to depression, isolation, loss of self-esteem. For the purposes of this Standard, sexual harassment is not considered;

- Harassment: The exercise of power in a relationship of real subordination of the victim to the aggressor in the workplace, which is expressed in verbal, physical or both behaviors, and

- Mistreatment: Those acts consisting of insults, mockery, humiliation and/or ridicule of the worker, carried out continuously and persistently (more than once and/or on different occasions). (Secretaría del Trabajo y Previsión Social, 2018, pp. 14-15).

In this way, it is understood that if the leader is toxic, he makes the organizational culture toxic, through the abuse of his authority and power, usually using fear to maintain control, without empathy (typical of psychopaths, antisocial disorder of the personality, in positions of authority [Campos, 2019]), setting impossible delivery times, without listening to the workers. When working people mention something

wrong or something with possibilities for improvement in organizations, bosses feel it as a personal attack. Apparently, this psychopathic behavior produces the perception in the workers that there will be no consequences of such toxicity, in such a way that the only way out they perceive is to change their workplace in the short term. Therefore, we can find as an effect the great resignation, the high turnover rate, the silent resignation, which consists of going to work but doing the least amount of work possible during the time you are there.

Before, the voice was silenced by the fear of being repressed or losing their jobs; however, since the pandemic, this perception has changed. If they notice that they cannot grow in their jobs, they decide to grow outside of it, to stop feeling anxious and having nightmares about work and the psychic prison that represents them, since within work there will always be a privileged close circle that destroys the morality of the group, where favoritism is normalized, as well as mobbing or workplace harassment, and even sexual harassment, which explains the reactive formation of the feminist movement in the face of frustration in an aggressive world of work that has given rise to responses such as the movement #MeToo.

According to Maddi (2002), what happens at work does not stay at work, rather social interactions with supervisors produce an increase in blood pressure. As a product of these interactions, subjects psychosomatize their relationships at work unconsciously under the parasympathetic system.

Toxicity at work increases heart rate and blood pressure, cortisol causes changes in the veins that, over time, create the risk of heart attack. The stressed brain sends signals to the gut that increase the risk of chronic diseases. When stress is chronic rather than temporary, it lowers the immune system, slows healing rates, makes you more vulnerable to infection, and this affects your productivity. (American Heart Association, 21 de junio de 2021).

If the only thing that matters is productivity for bosses, then workers have been systematically sacrificed in organizations while the need for competitiveness grows; this lowers morale, and over time job turnover increases (Flores, Abreu and Badii, 2008).

The data shows that in 1998, 49% of the workers mentioned that at least once a month they were treated rudely at work; in 2011, 55%, and 2016, 62% (Porath, 2016). This increase shows a trend that can explain the relationship between bosses and workers and therefore the decision of the latter to resign.

The idea of the attack between the people employed is created from the impulse and promotion from above, from the bosses, if they have a psychopathic behavior they



promote it as a form of interaction between the workers, producing a surveillance system, that is, of paranoia between Workers. Thus organizational culture becomes a panopticon.

Thus, 40% of employees mention that they have suffered harassment from a middle manager (Leitón and Arteaga, 2002), while employees in the United States would prefer to have a new boss than to have a raise (Stoker, 2022). From this it can be understood why in places like McDonald's, despite having raised wages to \$21 an hour, well above the minimum wage of seven, the workers are not returning, and it is that the external or economic stimulus (from the position of scientific management, or the economic human being from the new institutionalism) is not the most important thing, but the human labor relations with the bosses, that is, the workers seek a better salary, but even beyond that They are probably interested in variables such as emotional stability and flexibility, as well as getting away from the toxicity of high command. It is this condition that has prompted millions of workers to take risks in an industry of precarious work, especially if they already came from jobs without health insurance benefits, without a contract and with high job uncertainty and low wages.

Thus, millions of micro-businesses have been created through pages such as GoDaddy (Zárate, October 4, 2022), where jobs are offered for data analysts, web developers, strategy researchers, etc. As a consequence, workers who worked in jobs those who have tried to return no longer exist, while workers with great skills, tools and knowledge, including the case of multiple PhDs in all areas of knowledge, including mathematics, science and engineering, remain unemployed (Delgado, Chávez and Gaspar, 2021).

The world woke up to a new reality under the use of technology and remote work that gives the opportunity to work in one country and work in another, and the opportunity to train on the Internet, have access to the best universities for free and work for any company, anywhere in the world and without having to have direct contact with hostile bosses.

The effect of constant assaults at work, as can be seen in the figures around the world consistently for several decades, involves depression and syndromes that are sets of symptoms linked to post-traumatic stress disorders that increased with confinement due to the pandemic, this has favored the increase of another phenomenon that had initially occurred in isolation in Japan but is now appearing worldwide: the hikikomoris (Kato, Kanba and Teo, 2019), that is, people who not only they did not return to their work, but have decided not to go out into the world again, nor participate in a productive world to which they simply feel alienated; the world of work is simply alien to them.



Depression has transcended for these people beyond prolonged confinement, which has now become voluntary.

Workers' speeches from their perspective

We present below a series of comments from workers in the US that were raised in a virtual forum where they were asked about the causes of the current employment situation, in order to understand their perspective on work. Because it is a qualitative instrument, sampling rigor is not required. For reasons of informed consent, the names of the participants are reserved, as well as their places of work.

Table 1. Discourses of workers regarding their perception of work

Participante	Percepción
Crusier	“My company is bringing us back full time. I don't have a choice at the moment, but I feel that once I return, if I don't like the experience, it may be a reason to encourage me to look for better opportunities.”
Bradshaw	“My employer gave me three days in the office, without negotiations. After a few applications, I was called back, interviewed, and accepted the position this week. The new job even came with a raise, but I would have taken less than I was earning before just to avoid office life and commuting.”
Erick Dumont	“In United States labor law, employment at will is the ability for an employer to terminate an employee for any reason and without notice... The great resignation is the citizen side of employment at will with corporations testing their own medicine!”
James Coulter	“After two years of strong evidence that entire teams can be effective while

	working remotely, saving travel time and costs, why should anyone accept the requirement to be caged in a cubicle?”
Zack	“A lot of companies are pushing people back into offices because of the property value of those offices. If people are mainly allowed to work remotely, those giant office buildings will lose 90% of their value.”
DaBooty	“I totally agree, the fewer workers in fang, the more opportunities for those of us who work in 80% of the jobs that span the center/left of the distribution to fill those jobs.”
Salman	“Great questions: In short, it's an employee marketplace. I have not understood from the management the reason for having to come to the office. No data or evidence is provided that one day or two days or n days will have a positive or negative impact on the company and people. I guess there's only one way to find out as we watch the Grand Experiment.”
Afoka	“Who needs an office nowadays? Whether you're working on site or in the factory, you don't need an office. It crushes the entire price of commercial properties.”
Drifter	“The VP records on a potato instead of a microphone. Why aren't these people learning even in the age of Zoom meetings?”
E. P.	“I would never go back to the office five days a week. Anyone who thinks a 40-

	hour work week in the office is doable is delusional, and I'm not a millennial."
Ntom	"Those demands from workers and the companies that accept those demands are only applied by a few high achievers and the crème de la crème of tech employees. For example, Microsoft... not the average programmer or the average worker."
J	"If an employer doesn't give me the opportunity to work remotely 100% of the time; red flag, if an employer does not offer a competitive salary; red flag, If an employer starts acting weird because I'm sick and have a real sick day off; red flag, if an employer does not provide clear guidelines for growth/promotion and salary increase; red flag, If an employer puts me down or plays favoritism among employees of equal performance; Red flag."
Eric	"If I don't show up for work, no one will know me, and when it comes time to hire and spread work, only people who have friends in the office will be rewarded, even while working from home. Meanwhile, working from home is far less effective and creates collaborative success that companies that avoid working at work will suffer."
Michelle	"It seems that the CVP has recognized the importance of flexibility, while continuing to insist on the return to office policy, why? I mean, why?"
Jared	"Give people the option to come back."

Alvina	"They realized that they can earn the same amount of money by staying at home, save more money and time commuting, and be away from toxic bosses and colleagues. If remote work is encouraged, Americans will face competition from Indian tech talent."
Archons	"Inflation is too much, it's not worth working in such a toxic system."
Clam	"Do we need research to tell us this?"
Sri	"The spyware team wants us to trust their numbers!"
Catti	"Yeah, why work for the app software giant!"
Judah	"Hahaha, this metaverse thing is wild."
Dietrich	"Sony is always hiring."
Laureen	"I literally quit my job at Microsoft's Fargo, ND campus in 2016 when they didn't transfer me to a different campus. No stock is worth spending five years of my 20s in a blizzard. None. I moved to the SF Bay area and found out several years later that Microsoft changes their policies to allow remote work for all employees everywhere."
Sheng	"People have become lazy."

Source: Virtual forum on opinions on toxic work

Contextualization

A series of open questions were elaborated from the topics developed and questioned with the semi-structured interview script instrument to expose, through discourse analysis, the interpretive subjectivity of the actors under their own perception. The population was made up of workers in the United States. For ethical reasons, the names of the participants or the organizations where they work are not mentioned.

Results

There is a cognitive dissonance between the perspective of workers and employers, this causes the stimuli to be misdirected, given what was already a latent problem before the pandemic. That is to say, that the workers, as can be seen in the explicit discourse, do not seek to return to their jobs, for the reasons stated, such as the distance to the place of employment, the ability to work remotely and the distance from their superiors, This implies that it is the superiors who are not understanding the reasons why the workers do not want to return. On the other hand, the main strategy of employers has been, as has been commented, the increase in wages, since they see this indicator from the perspective of economic rationality and scientific administration as the only cause of work motivation, this favors high turnover as a widespread phenomenon, which is what can be seen in the figures.

We can find in the discourse both frustration and a passive-aggressive posture, a way of dissociating reality; there is also a probable depression due to the amount of time in a stressful job, particularly due to the toxic relationship with the figure of authority and the exercise of power, in a type of leadership type X, which would be indicative of a stress disorder post-traumatic disorder, which can have the same signals in the brain as a prolonged war-related disorder.

Discussion

This is a qualitative study to understand the dynamics of toxic work from a subjective point of view; An analysis of mathematical models was used to explain the complex dynamics of the organizational phenomenon based on the interdependence loops at the micro level, but under the contingencies at the macroeconomic level and their implications; unlike other studies that have not addressed the subject due to the recentness of the phenomenon, and that only explain the dynamics of burnout, it is understood that exogenous factors, as interpreted in this study, are essential to



understand the social psychological behavior that occurs. is reflected in the economic dynamics; Thus, we find the paradox of the self-reference of the dynamic system that can be interpreted through systems of non-linear equations that explain autopoietic incompleteness, but that make reference to possible interpretations of chaos, and the complex and dissipative structures of chaos.

As a formal system, it is not capable, at this level, of proving its own stochastic consistency, that is, it is an unspeakable system, where the actors do not have enough power to, in their individual action, exert influence for a change in the system. , because they do not have enough agency capacity as individuals, which causes the system to be unsayable. If we fully and perfectly describe the interactions at the micro level between individuals, this would be insufficient to explain what the vein of analysis at the macroeconomic and social level leaves us, and the relationship with external regulatory and interpretative mechanisms.

Similar studies such as that of Torres (2022) show that the amount of remuneration does not denote direct importance in terms of commitment or the intention to resign; Rather, it is about considering "the psychological contract and the perception of organizational support/betrayal as predictors of burnout and the intention to resign" (Martínez, Alcover and Uribe, 2022). These are psychosocial risk factors, which are predictive, with a probability of having adverse effects on the health of workers, facilitators of stress and work tension; affect physical and psychological health; role ambiguity, work overload, burnout or occupational exhaustion, excessive supervision, poor communication, shift rotation, environments that produce psychosomatic diseases, accidents... There are psychosocial occupational risks, their consequences can be serious in terms of well-being, psychopathology or psychiatry; for example, violence at work (mobbing) or sexual harassment, commonly treated as personal conflicts (Uribe, 2014).

Each one of these elements implies stress and conflicts that can be extrapolated to daily life, which could cause a disorder, reflected in family relationships, but at the same time in a work context. It should be remembered that:

More than 40% of all employees were planning to leave their jobs at the beginning of 2021, and as the year progressed, workers quit in unprecedented numbers. Between April and September 2021, more than 24 million American employees left their jobs, an all-time high. As the great relinquishment progresses, business leaders are struggling to understand the factors driving the mass exodus. More importantly, they



are looking for ways to retain valuable employees. (Sull, Sull y Zweig, 2022, párr. 1).

Understanding the factors that are determining the complex and relational behavior that exists between workers and employers requires an exhaustive study of the causes and consequences, but at the same time recovering the discourses of the workers themselves to understand their subjectivity and meaning, both implicit and explicit about the interpretation of their work reality. Identifying the underlying variables makes it possible to highlight the indicators that can be established as conditioning factors of the phenomenon studied.

With respect to such factors or variables, “a novel cross-sectional analysis of two large data sets of [diversity, equity, and inclusion] DEI and workplace culture supports the hypothesis that inclusion, respect, bias, and sexual harassment are closely related” (Williams et al., 2022)

The pandemic and the rise of remote work have changed the way employees see their lives and the world (González, 2021). The pandemic has allowed employees to reevaluate their careers, specifically how they fit into their overall lives. Given the pandemic and the job market, having effective retention strategies is a sine qua non for tackling the big quit. Progressive human resource policies and practices are needed that take into account the demands, preferences, and well-being of employees. It is not a matter of choice, but is required for organizations to succeed in an increasingly globalized and technology-driven world. The more effectively employees are managed, the less likely they are to resign. The employee's resignation can be of two types: avoidable and unavoidable. While avoidable resignation is a type of resignation that can be prevented, unavoidable resignation (for example, health, childcare, pregnancy, back-to-school, relocation, dual careers, new career, and retirement) cannot be avoided. (Tessema, Tesfom, Faircloth, Tesfagiorgis y Teckle, 2022).

The causes

The pandemic

The context of the pandemic produced a reflection in the population worldwide on the conditions of quality of life as well as; better opportunities, more flexibility in schedules, to increase efficiency in time. The pandemic allowed employees to think about their careers and self-actualization congruence as a way of life based on their own needs and aspirations, explore entrepreneurship as entrepreneurship and save more money, but at the same time invest in personal projects , among other things because it



provoked a reflection on whether what he is doing is the only thing he wants to do in life based on current work and future prospects.

Today's Employee-Driven Job Market

It provides employees with many job opportunities and reduces the cost of resignation. Many employees quit knowing they could get a better deal in terms of pay, benefits, flexibility, workplace safety, and supervision.

Lack of required organizational support for employees

Many employees have been unable to achieve work-life balance (Hirsch, 2021), obtain effective employee assistance programs, or participate in virtual socializing and social media. Push factors cause employees to quit (for example, joining an organization that meets many of their demands and preferences, namely attractive salaries and benefits and adequate organizational support) (Tessema et al., 2022)

However, the literature related to toxic culture at work as a cause of the great resignation is growing (Hirsch, 2022; Kundu, Das and Nag, 2022; Linzer, Griffiths and Feldman, 2022; Načinović, 2022; Serenko, 2022; Sull, Sull, Cipolli and Brighenti, 2022;). With respect to these studies, and unlike the one presented here, the literature does not define a triggering factor for culture as a reaction formation directly related to the type X leadership style, and given that the type X leadership style is properly linked to a type of antisocial personality that would be the logical consequence of this study.

Conclusions

We have shown how the covid-19 pandemic, as well as the Russia-Ukraine war, supply chain crises, the complexity of the economic framework, company strategies and technological change have generated a turbulent world, subject to complex dynamics. , in which people have had a collective response worldwide: the great resignation, which is affecting scarcity and is producing, together with other variables, an inflation crisis. It is considered that some of the psychological elements to explain this response are: the need to adapt to different conditions from the work point of view, such as flexibility, hybrid work, but also to rethink freedom, social values, family, personal growth expectations, self-realization, but above all this, something that has played a central role is fed up with bosses in companies worldwide, which can be a consequence that responds to hiring

strategies and job design managers for narcissistic and psychopathic personalities who are in the first position of the list of professions worldwide and who make risky decisions but who do not have the capacity for empathy and produce a toxic environment at work through mobbing, workplace and sexual harassment in companies, which for years have favored a toxic work environment, a cause of chronic depression, physical and mental illnesses, with precarious jobs, without access to social security, without contracts, with low wages and labor exploitation.

What until before the pandemic was seen through the phenomenon of high turnover is producing a scheme of entrepreneurship and growth of micro-enterprises without bosses through the use of technology and the growth of informality.

The above constitutes a crisis to which it is urgent to respond based on a vision from complex analysis that includes the developments of both dynamic systems and technology, only guided by a new vision aimed at looking at the world and our species with the idea of reconciling with ourselves, with others, with the planet and with life.

Finally, the veins of analysis for future work remain, such as the implication between economics and psychology in behavior, but also contingencies and supply chains, and the long-term effects of the Russia-Ukraine war on the financial system. On the other hand, the impact of the new human relations represented in Mexico by NOM-035 and the fact that 75% of workers in Mexico suffer from burnout syndrome, that is, the worst country in terms of emotional exhaustion due to labor (Forbes Staff, December 21, 2017). Of course, this would also have to be studied as part of the factors that affect nonlinear interdependence dynamics in organizational behavior, which, on the other hand, is complex because at the micro level local loops are not necessarily behaving as they do so at the macro level, as well as their relationship with population ecology, new strategies and the dynamics of organizational change.

Future lines of research

One of the main disruptions in work behavior is the great resignation, but this does not necessarily imply abandoning the labor market, therefore it is necessary to explain the new ways of working, it is necessary to study what is expected of people and what is that the population expects from work, more than working hours, organizations should emphasize the analysis of skills, and this remains as a vein of research, the percentage of organizations based on skills for the ability to high performance retention organizations, and positive workforce experience, research is also required not only of people quitting organizations worldwide and high turnover and costs to organizations and the learning



curve , but at the same time of the silent resignation, and the massive layoffs that is a phenomenon presented as a consequence of the possible recession of 2023, which p To convert inflation implies the systemic response of governments based on the rise in interest rates, which is happening in large technology companies.

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