



The effect of work-life balance on quiet quitting in millennial generation workers

Muhammad Agus Efendi^{1*}, Agus Iqbal Hawabi², Endah K Purwaningtyas³

¹ Department of Psychology, Faculty Psychology, Universitas Islam Negeri Maulana Malik Ibrahim, Malang, Jawa Timur, Indonesia

*agusefendimuhamad1@gmail.com

Abstract. The abstract should summarize the contents of the paper in short terms, i.e. 150-250 words. Quiet quitting is an attitude shown by workers to refuse to do additional work that is not in accordance with their main duties. Quiet quitting is caused by several factors, including workload, bad work culture, and a lack of balance between work and personal life. Thus, many workers apply a work-life balance to limit work and personal life. Work-life balance is an action taken by workers in balancing the various roles played by workers consisting of time, energy, work pressure and personal life, as well as all the connections therein. This research was shown to determine the effect of work-life balance on quiet quitting in millennial generation workers by using quantitative research methods and simple linear regression analysis techniques to analyze data from 100 millennial generation workers in Malang City. The results of the research and analysis show the sig. Work-life balance on quiet quitting is 0.776 ($p < 0.05$) so, there is no effect between work-life balance on quiet quitting for millennial generation workers in Malang city.

Keywords: Work-life balance, Quiet quitting, Millennial Generation Workers.

1 Introduction

During the Covid-19 pandemic, remote work during the pandemic caused companies not to want to experience losses. Therefore, companies implement remote work arrangements by providing additional tasks to maximize the role of workers. Remote work forms a new habit of giving and doing work on the sidelines of workers' personal activities. This brings losses to workers in the form of additional workload, changes in habits, and work culture which results in the boundaries between work and life outside work being disrupted [1]. Thus, workers feel that the boundaries between their lives are disrupted due to the piling up of work, developing an attitude to be able to maintain these boundaries, namely by doing *quiet quitting*.

Workers perceive quiet quitting as an action that can minimize role ambiguity between work and family, lack of appreciation and support from the company [2]. In other words, workers will only carry out tasks according to the standards set by the company so they don't have to waste a lot of energy and time working.

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Mark Boldger first introduced the concept of quiet quitting in 2009 to explain the act of reducing achievement motivation at work [3]. A study conducted by Gallup found that half of workers in the US quit *quitting* to minimize demands from the company without having to leave their place of work. Thus, quitting is also seen as a solution to deal with the negative effects of culture and workload and to prevent the problems that can be caused by quitting work.

Although *quiet quitting* is a preventive measure taken to prevent workers from being adversely affected by work, organizations must take further action to deal with this. The management of the organization must understand that employees have the right to lead a life outside of work without feeling disturbed due to the piling up workload. Because, in practice, during work, millennial generation workers are often assigned tasks and responsibilities outside their *job description*. Thus, millennial generation workers expect a concept of performance capacity that is in accordance with what is being done, not too much and not too little [3].

Meanwhile, currently the millennial generation dominates the number of workers in various fields because their current age is a productive age for work. There are several things that are considered by the millennial generation in determining jobs such as incentives, appreciation for work done, job flexibility, and career paths [4]. In addition, based on an article from the Wall Street Journal, as many as 50% of millennial generation workers currently choose to limit their work so that they have a tendency to quit [5].

The balance between work and life outside of work is known as *work-life balance*. *Work-life balance* is an effort taken by genl workers in minimizing conflicts that can occur between life and work without disrupting their functions (Sue Campbell, 2000). Implementing *a work-life balance* at work is an action taken by millennial generation workers to minimize *work-life conflicts* so that employees can work comfortably and efficiently [6]. This is in line with the expectations of the millennial generation who consider that the balance of work duration is an important factor in achieving their job satisfaction [7]. Thus, the implementation of *work-life balance* in the organization plays an important role in building employee productivity without disturbing the areas of privacy and professionalism.

2 Literature Review

2.1 Work-Life Balance

According to Fisher [8], *work-life balance* is an attitude that is carried out by someone in balancing the various roles played by workers which consist of time, energy, work pressure and personal life, and all the connections therein. *Work-life balance* is related to balanced conditions and harmony between life and work [9].

To be able to achieve *work-life balance*, a millennial generation worker must fulfill three aspects, namely time balance, role balance, and satisfaction balance [10]. This is supported by the opinion of Fisher [9], that in order to achieve *work-life balance*, millennial generation workers can consider a balance of time, behavior, tension, and energy.

Work-life balance is very important to achieve psychological, emotional and cognitive stability of workers to support organizational effectiveness. Low work-life balance negatively impacts employee health and well-being and organizational performance. Implementing a *work-life balance* is an effort made by someone to minimize *work-life conflict* so that a person can increase the effectiveness of performance and carry out other activities at work [6].

2.2 Quiet quitting

Mahand & Caldwell [11] define *quiet quitting* as a phenomenon in which a worker is reluctant to do additional work from other workers due to the high demands of a company. Employees who do *quiet quitting* place certain boundaries in order to maintain a balance between their work and personal lives. This is in line with Yikilmaz's [3] opinion that *quiet quitting* is withdrawal shown by workers by imposing low work engagement and an attitude of dissatisfaction regarding problems at work which have an impact on reduced welfare and increase conflict between work and life.

Factors that can cause a millennial generation worker to do *quiet quitting* are the lack of commitment regarding career development, failure to assess workers, decreased sense of ownership of workers, restrictions on worker autonomy, and decreased worker confidence

Workers who quit try to avoid work environments, tasks and organizations that are disproportionate to them and can result in extra fatigue that interferes with their life and work.

3. Research Methods

This study uses quantitative research methods with *work-life balance* as the independent variable, while *quiet quitting* is the dependent variable. Data collection in this study used a questionnaire given to millennial generation workers in the form of a *work-life balance scale* totaling 12 items and *quiet quitting* totaling 17 items through data dissemination through *online* and *offline methods*. The data analysis technique used is simple regression analysis through the SPSS 25 application.

3.1 Research Subject

Respondents in this study are millennial generation workers in Malang City. The determination of respondents in this study used a non-probability sampling technique by applying several criteria, namely at least 23 years of age and a maximum of 43 years of age, working in private or government agencies, and having worked for at least one year at their current place of work.

4. Results and Discussion

The distribution of data based on research respondents can be seen in table 1. Based on the acquisition of data on millennial generation workers, it shows that the number of respondents in this study is close to a balanced number. The number of male respondents of the millennial generation workers is 53 people with a percentage of 53%, and female respondents of the millennial generation workers are 47 people with a percentage of 47%.

Table 1 Respondent Data Tabulation

No.	Gender	N	Percentage
1.	Woman	47	47%
2.	Man	53	53%
Total		100	100%

The data obtained from the scale of the *work-life balance* and *quiet quitting variables* that were filled in by the respondents were then processed using the Microsoft Excel application to determine the hypothetical score and view the group's score in general based on the scale of each variable. In table 2, you can see a description of the research data based on the variables used.

Table 2 Description of Research Data

Variable	Min	Max	Range	Means	SD
<i>Work-life balance</i>	12	48	36	30	6
<i>Quiet quitting</i>	17	68	51	42.5	8.5

Based on the data obtained above, it shows that the *work-life balance scale* consists of 12 items. The smallest score for each item is 1, while the largest score is 4. Thus, the smallest total score that will be obtained is 12 according to the number of items on the work-life balance scale, while the highest total score is 48. The average data above is 30 meanwhile, the standard deviation is 6.

While the number of items on the *quiet quitting scale* consists of 17 items. The smallest score for each item is 1, while the largest score is 4. Thus, the smallest total score to be obtained is 17 according to the number of items in the variable, while the highest total score is 68. The average obtained from the data above is 42.5 while the standard deviation is 8.5

Table 3 Categorization of the *work-life balance scale*

Category	Range	Frequency	Percentage
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Tall	$X > 33.5$	15	15%
Currently	$28 < X < 33$	77	77%
Low	$X < 27.5$	8	8%
Total		100	100%

Based on the results of measurements and data analysis conducted, the majority of millennial generation workers who were sampled in this study were mostly at the moderate level of *work-life balance* with a total percentage of 77%. It can be understood that millennial generation workers can implement *work - life balance* even though in general they are still in the moderate category. The level of *work-life balance* of female workers in this study shows a higher level than the millennial generation of male workers. This is supported by research conducted by Disti (2018) , that there are differences in the level of *work-life balance* between male and female millennial workers.

Table 4 Categorization of the *quiet quitting scale*

Category	Range	Frequency	Percentage
Tall	$X \geq 36$	16	16%
Currently	$22 \leq X \leq 36$	69	69%
Low	$X < 21.5$	15	15%
Total		100	100%

While the results of measurement and data analysis carried out on the *quiet quitting variable* show that as many as 69 out of 100 people or 69% of millennial generation workers fall into the moderate level of *quiet quitting category* , so that the majority of millennial generation workers who are sampled in this study belong to the second generation of workers. millennials who do quiet quitting at a moderate level.

Workers today have many diverse responsibilities in the form of work, children, household chores, spouse and parental care. These various responsibilities have an impact on the pressure felt by individuals, families and also the community in which they live. This pressure can trigger conflict in the workplace. *work-life balance* is creating and maintaining a supportive and healthy work environment, which allows workers to have a balance between work and personal responsibility so as to strengthen employee loyalty and productivity.

Table 5 results of a simple linear regression test

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	3,650	1	3,650	081	.776b -
	residual	4388910	98	44,785		
	Total	4392560	99			

Based on the results of the t (partial) test in a simple regression analysis performed on the *work-life balance variable* (X) on the *quiet quitting variable* (Y). It can be understood that based on table 2 that the *work-life balance variable* is proven to have no effect on the *quiet quitting variable* . This is because the significant value of

work-life balance on *quiet quitting* is 0.776 which is > 0.05 , so that the work-life balance variable is proven to have no effect on quiet quitting in millennial generation workers.

Work-life balance, overall well-being and workplace culture are more important than ever. The desire to prevent stress and high fatigue by controlling work balance with workers' lives is an easy thing, that is the reason behind the emergence of the movement to do *quiet quitting* among millennial generation workers [12]. It also includes becoming company policy in assessing how to promote employee welfare in all interconnected aspects, including mental, physical, financial and health to meet the increasing demand for workers [12].

There are two main reasons behind workers taking *quiet quitting actions*. For some workers, this action is a mechanism in achieving work - *life balance* and in order to prevent workers from burnout. Meanwhile, some other workers think that *quiet quitting* is considered a solution in showing attitudes towards giving poor compensation and appreciation [13]. Although *the work-life balance* in this study proved to have no effect on *quiet quitting*, it can be interpreted that there are other variables that can have an effect on *quiet quitting*. Thus, there is an urgency in further research to examine the variables that influence *quiet quitting*. Another thing that needs to be done by future researchers is to examine differences in the level of *quiet quitting* based on length of service and agency to enrich information and insights in understanding *quiet quitting* more deeply and in the future can provide solutions related to handling *quiet quitting* in workers, especially millennial generation workers.

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