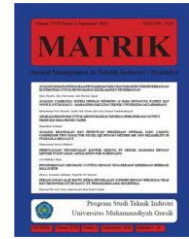




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# Descriptive Analysis of Quiet *Quitting* and *Work-life Balance* Levels in Generation Z Workers in Jakarta

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### ABSTRACT

This study is motivated by the emergence of the quiet quitting phenomenon among Generation Z workers, influenced by changes in modern work patterns and increasing awareness of work-life balance. This research aims to describe the level of quiet quitting and work-life balance among Generation Z employees. The study uses a descriptive quantitative method, with data collected through a Likert-scale questionnaire involving 35 respondents. Data analysis was conducted using mean calculation, percentage index, frequency distribution, and cross-tabulation. The results show that both quiet quitting and work-life balance are at a moderate level, indicating that respondents tend to complete their core responsibilities while limiting additional work involvement. These findings suggest that quiet quitting represents an adaptive response to modern work demands in maintaining life balance.



## 1. Introduction

Changes in the global work system after the COVID-19 pandemic have brought about significant transformations in the dynamics of the workplace, particularly in terms of flexibility and the boundaries between personal and professional life [1]. The widespread adoption of remote and hybrid work systems has been associated with increased psychological pressures, such as work stress, emotional fatigue, and difficulties in maintaining work-life balance [2]. These conditions have contributed to the emergence of a phenomenon known as quiet quitting, which refers to the tendency of employees to limit their work contributions to core tasks without additional involvement beyond their formal responsibilities [3]. This phenomenon should not be viewed solely as a form of laziness, but may also represent an individual's adaptive response to increasingly complex work demands [4]. In the context of Generation Z workers, quiet quitting has become increasingly relevant due to this generation's orientation toward work-life balance, work flexibility, and awareness of personal well-being [5]. Therefore, examining quiet quitting alongside work-life balance is important for understanding contemporary work behavior.

Various previous studies have examined quiet quitting from different perspectives [6]. Some studies have described quiet quitting as a form of reduced work involvement associated with an imbalance between job demands and rewards received [7]. Other studies have discussed psychological stress, emotional fatigue, and work stress as conditions associated with the emergence of such behavior [8]. Research has also highlighted burnout and job uncertainty as factors that may encourage individuals to limit their work contributions [9]. However, previous research has predominantly focused on explaining the factors associated with quiet quitting or examining its causes and consequences, while quantitative descriptive evidence concerning the actual distribution and level of quiet quitting and work-life balance

among Generation Z workers remains limited [10]. In addition, differences in research samples, occupational sectors, and geographical contexts make it difficult to obtain a specific empirical picture of how these two phenomena are distributed among Generation Z workers in large urban settings such as Jakarta [11]. Thus, an important research gap remains in providing a measurable descriptive profile of quiet quitting and work-life balance within this specific population and context.

Based on this research gap, this study employs a descriptive quantitative approach to provide empirical evidence regarding the levels and distribution patterns of quiet quitting and work-life balance among Generation Z workers in Jakarta. Rather than examining causal relationships, this study focuses on presenting numerical evidence through descriptive statistical calculations, index analysis, category distributions, and cross-tabulation. The novelty of this study lies in providing a quantitative descriptive mapping of quiet quitting and work-life balance within Generation Z workers in Jakarta, a population and urban context that has received limited attention in previous descriptive studies. By presenting the distribution of both variables based on empirical responses from respondents, this study contributes additional evidence that can complement previous research, particularly by illustrating how quiet quitting and work-life balance are distributed within a specific Generation Z workforce population.

The problem addressed in this study is the limited availability of quantitative evidence that clearly describes the levels and distribution patterns of quiet quitting and work-life balance among Generation Z workers, particularly in urban areas such as Jakarta. Therefore, this study aims to describe the levels of quiet quitting and work-life balance and identify their distribution patterns among Generation Z workers in Jakarta.

## 2. Research Methods

This study uses a quantitative approach with a descriptive research design to describe the levels of quiet quitting and work-life balance among Generation Z workers in Jakarta [12]. This approach was selected because the study focuses on presenting empirical conditions based on numerical data without testing causal relationships [13]. Quiet quitting is conceptually defined as a tendency to limit work involvement primarily to formal or core responsibilities, whereas work-life balance refers to an individual's ability to maintain an appropriate balance between work demands and personal life [14].

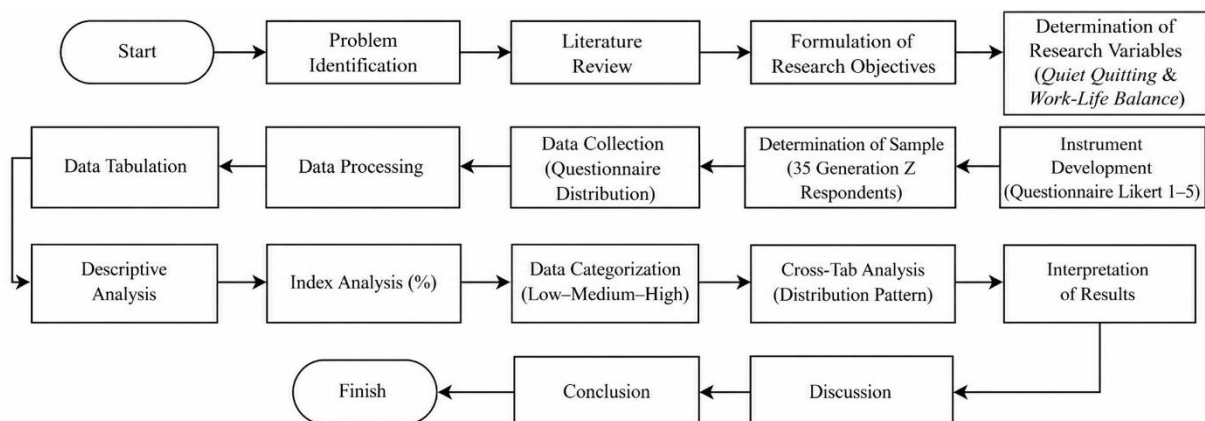
The research was conducted in April 2026 in the Jakarta area, targeting Generation Z workers aged 18–27 years. The study involved 35 respondents selected using purposive sampling based on the following criteria: (1) actively working at the time of data collection and (2) having at least one year of work experience. Primary data were collected directly from respondents through an online questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [15].

The research instrument consisted of two variables, namely quiet quitting and work-life balance, with five items used to measure each variable. The questionnaire items were developed based on the conceptual definitions and indicators of each variable used in the study. The instrument was reviewed for content suitability with the research objectives before being administered to respondents. Each item

was scored from 1 to 5, and the scores for the five items within each variable were summed to obtain the respondent's variable score.

Instrument reliability was assessed using Cronbach's Alpha based on the responses of the 35 respondents. The recalculation produced a Cronbach's Alpha coefficient of 0.953 for the quiet quitting instrument and 0.972 for the work-life balance instrument. These coefficients indicate a high level of internal consistency among the items within each variable. The validity of the questionnaire was considered from the suitability of the items with the operational definitions and indicators of the variables. However, because this study did not report a separate statistical validity test, such as item-total correlation or factor analysis, no statistical validity coefficient is claimed in this study.

The collected data were processed through coding, tabulation, and descriptive statistical calculations. The analysis included total score, mean, standard deviation, index percentage, frequency distribution, and cross-tabulation. For the index analysis, the actual score was compared with the maximum possible score. With 35 respondents, five items, and a maximum Likert score of 5, the maximum score for each variable was 875. The categorization of respondent scores was based on three intervals: 1.00–2.33 (low), 2.34–3.66 (medium), and 3.67–5.00 (high). The calculations were repeated using the verified raw dataset to ensure consistency between the respondent-level data and the reported statistical results.



**Figure 1.** Research Flowchart

### 3. Results and Discussions

#### a. Description of Research Data

The data in this study was obtained through a Likert scale questionnaire 1–5 filled out by 35 respondents who are Generation Z workers.

Each respondent gave an answer in the form of a numerical score (1–5). The data obtained is raw data which is then processed through the process of summing and calculating descriptive statistics.

**Tabel 1.** Dara Penelitian

| No | QQ1 | QQ2 | QQ3 | QQ4 | QQ5 | WLB1 | WLB2 | WLB3 | WLB4 | WLB5 |
|----|-----|-----|-----|-----|-----|------|------|------|------|------|
| 1  | 4   | 3   | 3   | 4   | 3   | 3    | 4    | 3    | 3    | 4    |
| 2  | 3   | 3   | 2   | 3   | 3   | 4    | 4    | 3    | 4    | 4    |
| 3  | 5   | 4   | 4   | 4   | 4   | 2    | 3    | 3    | 2    | 3    |
| 4  | 3   | 2   | 3   | 3   | 2   | 4    | 4    | 4    | 3    | 4    |
| 5  | 4   | 4   | 3   | 4   | 3   | 3    | 3    | 3    | 3    | 3    |
| 6  | 2   | 3   | 2   | 3   | 2   | 4    | 5    | 4    | 4    | 4    |
| 7  | 3   | 3   | 3   | 3   | 3   | 3    | 3    | 3    | 3    | 3    |
| 8  | 4   | 4   | 4   | 4   | 4   | 2    | 2    | 3    | 2    | 2    |
| 9  | 3   | 3   | 2   | 3   | 2   | 4    | 4    | 4    | 4    | 4    |
| 10 | 5   | 4   | 4   | 5   | 4   | 2    | 3    | 2    | 2    | 3    |
| 11 | 3   | 3   | 3   | 3   | 3   | 4    | 4    | 3    | 4    | 4    |
| 12 | 2   | 2   | 2   | 2   | 2   | 5    | 5    | 4    | 5    | 5    |
| 13 | 4   | 3   | 4   | 3   | 4   | 3    | 3    | 3    | 3    | 3    |
| 14 | 3   | 3   | 3   | 3   | 3   | 4    | 4    | 4    | 4    | 4    |
| 15 | 4   | 4   | 3   | 4   | 4   | 2    | 3    | 2    | 3    | 2    |
| 16 | 3   | 2   | 3   | 2   | 3   | 4    | 4    | 4    | 3    | 4    |
| 17 | 5   | 4   | 5   | 4   | 5   | 2    | 2    | 3    | 2    | 2    |
| 18 | 3   | 3   | 3   | 3   | 3   | 3    | 3    | 3    | 3    | 3    |
| 19 | 2   | 2   | 2   | 2   | 2   | 5    | 4    | 5    | 4    | 5    |
| 20 | 4   | 4   | 4   | 4   | 4   | 2    | 3    | 2    | 3    | 2    |
| 21 | 3   | 3   | 3   | 3   | 3   | 4    | 4    | 4    | 4    | 4    |
| 22 | 4   | 3   | 4   | 3   | 4   | 3    | 3    | 3    | 3    | 3    |
| 23 | 5   | 5   | 4   | 5   | 4   | 2    | 2    | 2    | 2    | 2    |
| 24 | 3   | 2   | 3   | 2   | 3   | 4    | 4    | 4    | 4    | 4    |
| 25 | 4   | 4   | 4   | 4   | 4   | 3    | 3    | 3    | 3    | 3    |
| 26 | 3   | 3   | 3   | 3   | 3   | 4    | 4    | 4    | 4    | 4    |
| 27 | 2   | 2   | 2   | 2   | 2   | 5    | 5    | 5    | 5    | 5    |
| 28 | 4   | 3   | 4   | 3   | 4   | 3    | 3    | 3    | 3    | 3    |
| 29 | 3   | 3   | 3   | 3   | 3   | 4    | 4    | 4    | 4    | 4    |
| 30 | 5   | 4   | 5   | 4   | 5   | 2    | 2    | 2    | 2    | 2    |
| 31 | 3   | 3   | 2   | 3   | 2   | 4    | 4    | 4    | 3    | 4    |
| 32 | 4   | 4   | 4   | 4   | 4   | 3    | 3    | 3    | 3    | 3    |
| 33 | 3   | 3   | 3   | 3   | 3   | 4    | 4    | 4    | 4    | 4    |
| 34 | 2   | 2   | 2   | 2   | 2   | 5    | 5    | 5    | 5    | 5    |
| 35 | 4   | 3   | 4   | 3   | 4   | 3    | 3    | 3    | 3    | 3    |

#### b. Descriptive Statistical Calculation Results

Before the analysis, the responses from 35 respondents were verified and recalculated based on the raw dataset presented in Table 1. Each variable consisted of five statement items measured using a five-point Likert scale, resulting in 175 observations for each variable (35 respondents  $\times$  5 items).

For the quiet quitting variable, the verified calculation resulted in a total score of 569 from

175 item responses. The mean item score was 3.25, obtained by dividing the total score by the number of responses (569/175). The standard deviation of the respondent-level quiet quitting scores was 0.78 when calculated on the five-item average score.

For the work-life balance variable, the verified calculation resulted in a total score of 596 from 175 item responses. The mean item score was 3.41, while the standard deviation of

the respondent-level work-life balance scores was 0.85.

The index percentage was calculated by comparing the actual total score with the maximum possible score of 875. The quiet quitting index was therefore 65.03%, while the work-life balance index was 68.11%. Based on the predetermined category intervals, both variables were classified as medium.

**Table 2.** Calculation Results Variables

| Variabel          | Total Score | Mean | SD   | Index (%) | Category |
|-------------------|-------------|------|------|-----------|----------|
| Quiet quitting    | 569         | 3.25 | 0.78 | 65.03%    | Medium   |
| Work-life balance | 596         | 3.41 | 0.85 | 68.11%    | Medium   |

Based on Table 2, the quiet quitting variable obtained a mean score of 3.25, which falls within the medium category. The index value of 65.03% indicates that the overall quiet quitting score was positioned at approximately 65% of the maximum possible score. Meanwhile, work-life balance obtained a higher mean score of 3.41, with an index of 68.11%, and was also classified as medium.

The recalculated results demonstrate that work-life balance had a higher average score and index than quiet quitting. However, both variables remained within the same medium category. The standard deviation values indicate variation in respondent scores across the two variables, with the work-life balance scores showing slightly greater dispersion than quiet quitting.

#### c. Index Analysis

Index analysis was conducted to determine the position of each variable's actual score relative to the maximum possible score. The maximum score for each variable was calculated using the number of respondents, number of questionnaire items, and the highest Likert score:

$$35 \times 5 \times 5 = 875$$

For quiet quitting, the verified total score was 569. Therefore, the index was calculated as follows:

$$\frac{569}{875} \times 100 = 65,03\%$$

For work-life balance, the verified total score was 596. Therefore:

$$\frac{596}{875} \times 100 = 68,11\%$$

The results indicate that the quiet quitting index was 65.03%, while the work-life balance index was 68.11%. Both values were classified as medium based on the categorization criteria used in this study. The higher work-life balance index indicates that the respondents' scores on the work-life balance items were relatively higher than their quiet quitting scores.

#### d. Data Categorization

Data categorization was performed by dividing the five-point Likert scale into three equal intervals. The category interval was calculated using the following formula:

$$\frac{5 - 1}{3} = 1,33$$

Based on this calculation, the categories were determined as follows: 1.00–2.33 = Low, 2.34–3.66 = Medium, and 3.67–5.00 = High. The recalculated mean score for quiet quitting was 3.25, placing it in the medium category, while the mean score for work-life balance was 3.41, which was also classified as medium. Therefore, both variables demonstrated moderate levels among the respondents.

#### e. Frequency and Percentage Distribution

The frequency and percentage distributions were recalculated based on the verified respondent-level scores and the predetermined category intervals. The results for quiet quitting are presented in Table 3.

**Table 3.** Quiet quitting distribution

| Category | Frequency | Percentage |
|----------|-----------|------------|
| Low      | 4         | 11.43%     |
| Medium   | 21        | 60.00%     |
| Height   | 10        | 28.57%     |
| Total    | 35        | 100%       |

The recalculated distribution shows that the majority of respondents were classified in the medium category, with 21 respondents (60.00%). Meanwhile, 10 respondents (28.57%) were in the high category and 4

respondents (11.43%) were in the low category. These results indicate that the quiet quitting scores of most respondents were concentrated in the medium category.

The same procedure was applied to work-life balance. The recalculated distribution is presented in Table 4..

**Table 4.** Work-life balance distribution

| Category | Frequency | Percentage  |
|----------|-----------|-------------|
| Low      | 4         | 11.43%      |
| Medium   | 14        | 40.00%      |
| Height   | 17        | 48.57%      |
| Total    | <b>35</b> | <b>100%</b> |

The results show that 17 respondents (48.57%) were classified in the high category, followed by 14 respondents (40.00%) in the medium category and 4 respondents (11.43%) in the low category. Thus, although the overall mean and index of work-life balance were classified as medium, the respondent-level distribution was concentrated more heavily in the high category.

#### f. Cross-tabulation analysis

Cross-tabulation analysis was used to describe the distribution of respondents across the categories of quiet quitting and work-life balance. The analysis was conducted without testing a causal relationship between the variables.

**Table 5.** Crosstab QQ × WLB

| WLB \ QQ | Low      | Medium    | Height    | Total     |
|----------|----------|-----------|-----------|-----------|
| Low      | 0        | 0         | 4         | 4         |
| Medium   | 0        | 8         | 6         | 14        |
| Height   | 4        | 13        | 0         | 17        |
| Total    | <b>4</b> | <b>21</b> | <b>10</b> | <b>35</b> |

The cross-tabulation shows that the largest group consisted of respondents with high work-life balance and medium quiet quitting, comprising 13 respondents. Four respondents with high work-life balance were classified as having low quiet quitting, while six respondents were classified as having high quiet quitting and medium work-life balance. Among respondents with low work-life balance, all four respondents were classified in the high quiet quitting category.

These results describe the distribution of respondents across the two variables but should not be interpreted as evidence of a causal relationship. The cross-tabulation is intended to provide a descriptive overview of the pattern of respondent categories.

#### g. Discussion

The recalculated results show that the quiet quitting variable had a mean score of 3.25 and an index of 65.03%, placing it in the medium category. The frequency distribution further shows that 21 respondents (60.00%) were classified in the medium category, while 10 respondents (28.57%) were classified as high and 4 respondents (11.43%) as low. These results indicate that the respondents generally demonstrated a moderate level of limitation in their work involvement.

Work-life balance obtained a mean score of 3.41 and an index of 68.11%, which also falls within the medium category. However, the respondent-level distribution shows that 17 respondents (48.57%) were classified in the high category, 14 respondents (40.00%) in the medium category, and 4 respondents (11.43%) in the low category. This distribution indicates that a substantial proportion of respondents reported relatively high work-life balance scores, even though the overall mean remained within the medium interval.

The cross-tabulation provides an additional descriptive picture of the distribution between the two variables. The largest group consisted of respondents with high work-life balance and medium quiet quitting, with 13 respondents. Meanwhile, all four respondents classified as having low work-life balance were also classified as having high quiet quitting. Although this pattern provides a descriptive indication of how the categories are distributed, the cross-tabulation alone does not establish a causal or statistically significant relationship between quiet quitting and work-life balance.

The recalculation also resulted in Cronbach's Alpha coefficients of 0.953 for quiet quitting and 0.972 for work-life balance, indicating high internal consistency among the questionnaire items. Therefore, the items used for each variable demonstrated strong consistency in

measuring their respective constructs within the observed sample.

Overall, the findings provide a descriptive empirical picture of quiet quitting and work-life balance among the Generation Z workers included in this study. The results indicate that quiet quitting was predominantly distributed in the medium category, while work-life balance showed a larger proportion of respondents in the high category. These findings should be interpreted within the characteristics and size of the sample and should not be generalized beyond the study population without further research.

#### 4. Conclusions and Recommendations

This study aimed to describe the levels of quiet quitting and work-life balance among Generation Z workers in Jakarta using a descriptive quantitative approach. Based on the verified dataset and recalculated statistical results, the quiet quitting variable obtained a total score of 569, a mean score of 3.25, and an index of 65.03%, placing it in the medium category. The frequency distribution showed that 60.00% of respondents were in the medium category, 28.57% were in the high category, and 11.43% were in the low category.

The work-life balance variable obtained a total score of 596, a mean score of 3.41, and an index of 68.11%, which also falls within the medium category. However, at the respondent level, 48.57% of respondents were classified as having high work-life balance, 40.00% as medium, and 11.43% as low. The cross-tabulation showed that the largest group consisted of respondents with high work-life balance and medium quiet quitting.

The reliability analysis produced Cronbach's Alpha coefficients of 0.953 for quiet quitting and 0.972 for work-life balance, indicating high internal consistency of the instruments in this sample. These findings provide a descriptive picture of quiet quitting and work-life balance among the Generation Z workers studied. However, the results are descriptive in nature and the cross-tabulation should not be interpreted as evidence of a causal relationship between the two variables..

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