

Quite Quitting Decision Making Based on Work-Life Balance Mediated by Burnout in Generation Z at Intercontinental Hotel Bali?

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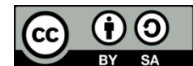
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ABSTRACT

The hospitality industry often demands extensive working hours, leading to challenges in maintaining work-life balance, especially among Generation Z employees. This study examines the phenomenon of quiet quitting a decision to perform only job-specific tasks without additional effort mediated by burnout, among Generation Z employees at Intercontinental Hotel Bali. Using a quantitative approach, data were analyzed with SmartPLS to assess the relationships between work-life balance, burnout, and quiet quitting. Findings reveal that work-life balance significantly impacts burnout and quiet quitting. Burnout also mediates the relationship between work-life balance and quiet quitting. The results suggest that imbalance in work and personal life contributes to higher burnout levels, which subsequently increases the likelihood of quiet quitting. These insights underline the need for improved organizational policies fostering work-life balance and burnout prevention to retain and engage Generation Z employees in the hospitality sector.

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1. INTRODUCTION

The hospitality industry is an industry that has 24-hour operational hours. Employees who work in the hospitality sector tend to face long working hours and heavy workloads. This has an impact on employees' personal lives, where employees experience difficulties in balancing their personal lives with their work. When a company implements non-traditional working hours, where one of the companies that implements these working hours is a company or industry in the hospitality sector. Therefore, hotels need to make rules to balance personal life

with employee work [1]. When personal and work life is not balanced, it will cause stress, conflicts that result in employees having to decide to stay at work and sacrifice their families or quit their jobs and be with their families especially for generation Z.

Generation Z is the youngest generation in the world of work or they can be called the postmillennial generation. This generation was born in the mid-1990s to early 2010s and is a generation surrounded by rapid technological developments [2]. Generation Z has unique characteristics that can affect their job dynamics and satisfaction in the industry. Generation Z is a professional generation that

has technical skills, high language skills, and is an excellent workforce. In addition, generation Z is an effective employee in the digital [3]. In research conducted by [4], it is stated that Generation Z in Indonesia is a more realistic generation compared to the previous generation, and needs security and stability [2]. These various problems and conflicts cause employees to quite quitting [1], [5]. One of the interesting phenomena that emerged in the study of generation Z's work motivation is "quiet quitting." Citing Investopedia, quiet quitting describes the act of workers to minimize their involvement in the job without officially leaving the job by not giving more time, effort, or enthusiasm than is actually necessary. In the context of the hospitality industry, quiet quitting can arise in response to high workloads, disproportionate additional demands, or a lack of recognition of individual contributions.

Quite quitting was first proposed by Mark Boldger in 2009 who used the term as an explanation for the decline in motivation to perform in the workplace decrease in motivation has an impact on company productivity. A study conducted by Gallup showed that half of employees in the US do quite quitting with the excuse of minimizing

the demands of work culture and workload without leaving work [6]. Workers who do quit quitting will be continue to carry out their duties and obligations, but this is an option over protests over additional work and reducing the adverse effects that may arise when quitting work [7]. This research will focus on quite quitting decisions, which are employees' decisions to only perform the tasks listed on their job description and ignore responsibilities outside the job description. So, based on that information, the researcher wants to know more about the effect of burnout and work-life balance on quite quitting in hotel employees who are classified as Generation Z at the Intercontinental Hotel Bali.

2. METHODS

This study used a quantitative approach. The study was conducted to evaluate the quite quitting decision making of generation Z age group worker who worked at The Intercontinental Hotel Bali who are influenced by work life balance and supported by burnout as a mediating variable. The conceptual framework is as follows:

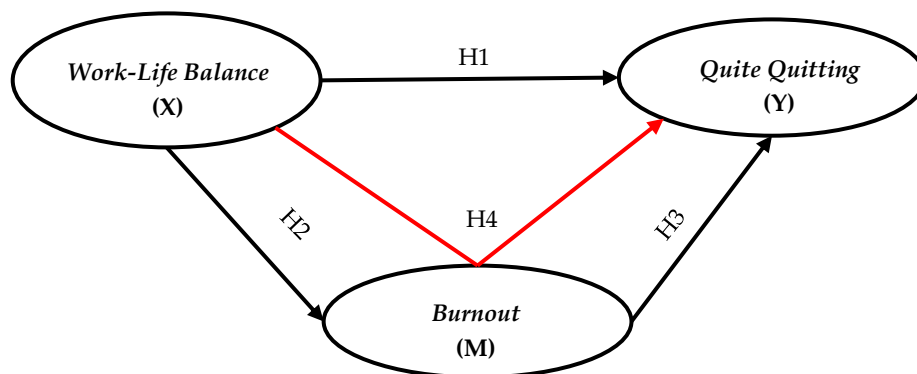


Figure 1. Conceptual Framework

2.1 Description

1. The effect of work-life balance on quite quitting is supported by research results [5];
2. The effect of work-life balance on burnout is supported by research results [8];
3. The effect of burnout on quite quitting is supported by research results [5];
4. Burnout mediates the effect of work-life balance on quite quitting is supported by research results [5];

2.2 Operational Definition and Variable measurement

1. Work Life Balance (X)

Work-Life Balance is an attitude that Generation Z workers take to balance the various roles they undertake, consisting of time, energy, work and personal life pressure, as well as all the links in it at The Intercontinental Hotel Bali. The indicators used in the work-life balance variable [9] are as follows:

- a. X1.1. Work interference with personal life
- b. X1.2. Personal life interference with work
- c. X1.3. Personal life enhancement of work
- d. X1.4. Work enhancement of personal life

2. Quite Quitting (Y)

Quiet quitting is an attitude shown by Generation Z workers who do not want to give everything to work in order to maintain a balance between personal and work life in Generation Z at the Intercontinental Bali Hotel. The indicators used in the quite quitting variable [10] are as follows:

- a. Y1.1. Low job commitment
- b. Y1.2. Refusal of additional work
- c. Y1.3. Minimum restrictions on work

3. Burnout (M)

Burnout is a syndrome suffered by Generation Z workers due to work, which is characterized by fatigue, stress and frustration due to long-term work at the Intercontinental Hotel Bali. The indicators used in the Burnout variable [11] are as follows:

- a. M1.1. Exhaustion
- b. M1.2. Cynicism
- c. M1.3. Ineffectiveness

2.3 Population and Sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics

that are determined by the researcher to be studied and then conclusions are drawn [12]. The population in this study is hotel employees who are classified as Generation Z at the Intercontinental Hotel Bali.

Sampling in this study uses the Purposive sampling method. Purposive sampling is a technique for determining samples with certain considerations [13]. The main requirement in sampling is that the sample must be representative of the population and must be in small form. In purposive sampling, the selection of a group of subjects is based on certain traits or traits that are closely related to previously known characteristics or traits of the population [14]. The sample criteria used are:

1. Hospitality employees who belong to Generation Z and work at The Intercontinental Hotel Bali
2. Minimum 2 (two) years of work in any field at The Intercontinental Hotel Bali

2.4 Data Analysis Technique

The analysis technique in this research uses an inferential statistical test approach. Inferential statistics is a statistical technique used to analyze sample data and the results are generalized (inferential) for the population from which the sample was taken [12]. In this research, existing data is grouped based on variables, type of respondent, and tabulation of existing data to carry out hypotheses according to existing data. In this research, data analysis uses the help of SmartPLS (Smart Partial Least Square) software. In processing using PLS there are two (2) stages of measurement evaluation, the first is the outer model which can be called the measurement model which will be used in analyzing a model, while the second is the inner model which can be called the structural model which is used for the validity and reliability of a model [15].

3. RESULTS

3.1 Evaluate the significance of path relationships

To conclude whether the hypothesis is accepted or rejected, the p-value is used at a significance value of $\alpha = 5\%$ or 0.05. If the p-value < 0.05 then H_0 is

rejected, meaning there is an influence. On the other hand, if the p-value is > 0.05 then H_0 is accepted, meaning there is no effect [16]. The following are the results of the structural model evaluation obtained from the SmartPLS Bootstrapping Report presented in table 1.

Table 1. P-Values

	Original Samples	P-Values
Work Life Balance -> Quite Quitting	0,689	0,000
Work Life Balance -> Burnout	0,881	0,000
Burnout -> Quite Quitting	0,232	0,034
Work Life Balance -> Burnout -> Quite Quitting	0,921	0,000

Source: smart-PLS Output (2023)

The smartPLS bootstrapping output can be seen at the P-values presented in Figure 2 below:

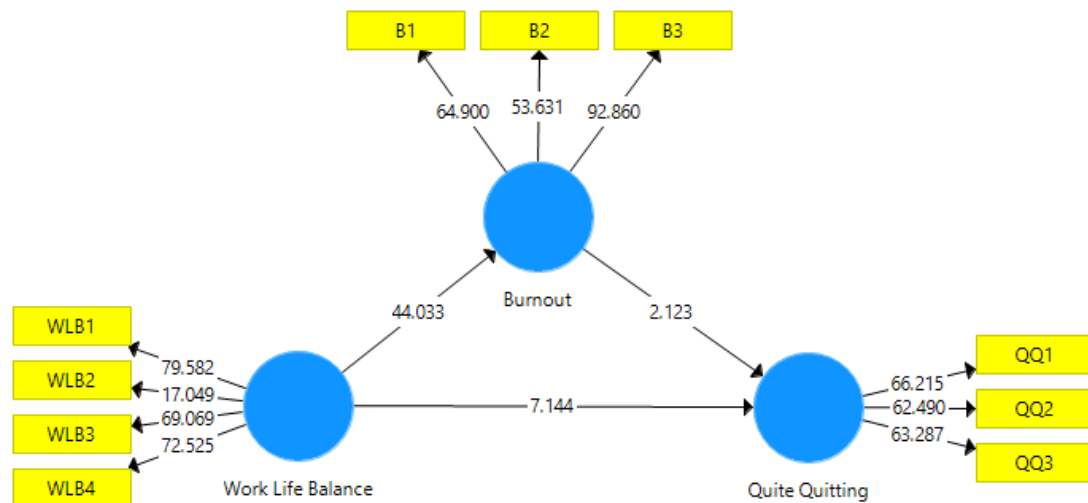


Figure 2. Bootstrapping output with P-Value

Source: Smart-PLS Output (2023)

3.2 Hypothesis Testing

From the results of the table above, it can be concluded that the hypothesis states:

1. Work-life balance has a positive effect on quite quitting among Generation Z hotel workers which is acceptable, with a path coefficient of 0.689 or a P-Value value of 0.000 which is smaller than 0,05, then there is an influence or is significant (positive).
2. Work-life balance has a positive effect on burnout among

Generation Z hotel workers which is acceptable, with path coefficients of 0.881 or a P-Value value of 0.000 which is smaller than 0.05, so there is an influence or is significant (positive).

3. Burnout has a positive effect on quite quitting among Generation Z hotel workers which is acceptable, with path coefficients of 0.232 or a P-Value value of 0.034 which is smaller than 0.05, so there is an influence or is significant (positive).

4. Burnout mediates the effect of work-life balance on quite quitting among Generation Z hotel workers which is acceptable, with path coefficients of 0.921 or a P-Value value of 0.000 which is smaller than 0.05, so there is an influence or is significant (positive).

4. DISCUSSION

A detailed discussion of the relationship between each variable and the objectives to be achieved in this research is as follows.

4.1 *The Effect of Work-Life Balance on Quite Quitting*

Work life balance had a positive and significant effect on *quite quitting* by 0.689. The results of the study show that the significance test value of the *work-life balance* variable affects the variable *quite quitting* is of great value because some hospitality workers with the age group of generation z at Intercontinental Bali consider that if the life between work and personal life is not balanced, it will increase employee behavior to do *quite quitting*.

4.2 *The Effect of Work-Life Balance on Burnout*

Work life balance had a positive and significant effect on *burnout* of 0.881. The results of the study showed that the significance test value of the *work-life balance* variable affected the *burnout variable* was of great value because some hospitality workers with the age group of generation z at Intercontinental Bali Bali assessed that if the life between work and personal life is not balanced, it will increase stress and lead to burnout.

4.3 *The Effect of Burnout on Quite Quitting*

Burnout had a positive and significant effect on *quite quitting* by 0.232. The results of the study showed that the significance test value of the burnout variable affected the *quite quitting* variable was small because some hospitality workers with the generation z

age group at Intercontinental Bali Bali assessed that if the employee felt burnout, it would increase the *quite quitting* behavior. This behavior is not as big as the balance between work and personal life which leads to burnout because hospitality workers with the generation z age group at Intercontinental Bali prefer to do *quite quitting* when the worker feels that there is no harmony between work life and personal life.

4.4 *The Influence of Burnout as mediating on Work-Life Balance and Quite Quitting*

Burnout mediated the effect of work-life balance on *quite quitting* with a positive and significant value of 0.921. After being mediated by variable burnout, it turns out that the influence of work-life balance on burnout increases.

5. CONCLUSION AND RECOMMENDATIONS

5.1 *Conclusion*

Based on data analysis using SmartPLS 3, this study successfully confirmed a significant relationship between Work-Life Balance, burnout, and the tendency to quiet quitting in Generation Z employees at Intercontinental Bali. The main findings of this study are as follows:

1. Work Life Balance and quiet quitting: There is a positive and significant relationship between Work-Life Balance and the tendency to quiet quitting. This indicates that the worse the Work-Life Balance felt by employees, the higher the likelihood that they will have to quiet quitting. These findings are consistent with the literature suggesting that an imbalance between the demands of work and personal life can trigger an employee's desire to reduce their commitment to work.
2. Work-Life Balance and burnout: This study also shows a positive and significant relationship between Work-Life Balance and

burnout. These results are in line with the theory that a work-life imbalance can lead to chronic stress that leads to burnout.

3. Burnout and quiet quitting: There is a positive and significant relationship between burnout and the tendency to quiet quitting. These findings reinforce the hypothesis that employees who experience burnout tend to be more prone to quiet quitting as a coping mechanism to cope with the fatigue and frustration they experience.

5.2 Suggestions

The results of this study have significant implications for company management, especially in efforts to retain generation Z employees.

1. Improve work-life balance: Companies need to pay more attention to employees' work-life balance by providing flexible policies, employee wellbeing programs, and a supportive work culture.
2. Prevent burnout: Companies need to identify the factors that can cause burnout and implement preventive measures, such as reducing workload, providing stress management training, and creating a positive work environment.
3. Increase employee engagement: Companies need to increase employee engagement through various programs and initiatives that can increase employee motivation and job satisfaction.

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