

Judul Tesis : Analisis Keputusan Quite Quitting Berdasarkan Work Life Balance Dan Burnout Pada Karyawan Generasi Z Di Hotel Intercontinental Bali

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ABSTRAK

Fenomena quiet quitting belakangan ini menjadi isu strategis dalam pengelolaan sumber daya manusia, khususnya pada generasi Z yang mendominasi dunia kerja. Generasi ini dikenal adaptif terhadap teknologi, namun juga menuntut keseimbangan antara pekerjaan dan kehidupan pribadi. Dalam konteks industri perhotelan yang menuntut jam kerja panjang serta standar layanan tinggi, muncul risiko meningkatnya burnout dan kecenderungan quiet quitting. Penelitian ini bertujuan untuk menganalisis pengaruh work-life balance dan burnout terhadap quiet quitting pada karyawan generasi Z di Hotel Intercontinental Bali.

Metode penelitian menggunakan pendekatan mixed methods, dengan data kuantitatif diperoleh melalui kuesioner terhadap 150 responden yang dipilih menggunakan teknik purposive sampling, serta data kualitatif melalui wawancara semi-terstruktur untuk memperdalam temuan. Analisis regresi linear berganda dengan bantuan SPSS digunakan untuk menguji hipotesis.

Hasil penelitian menunjukkan bahwa work-life balance berpengaruh positif dan signifikan terhadap quiet quitting ($\beta = 0,482$; sig = 0,000). Hal ini mengindikasikan bahwa semakin tinggi kesadaran karyawan untuk menjaga keseimbangan hidup, semakin kuat pula kecenderungan mereka membatasi keterlibatan kerja hanya sesuai deskripsi tugas formal. Selanjutnya, burnout juga terbukti berpengaruh positif dan signifikan terhadap quiet quitting ($\beta = 0,223$; sig = 0,003), di mana kelelahan emosional dan sinisme mendorong karyawan menarik diri dari keterlibatan ekstra dalam pekerjaan. Secara simultan, kedua variabel tersebut menjelaskan 80,4% variasi quiet quitting ($R^2 = 0,804$), sementara 19,6% dipengaruhi faktor lain di luar model penelitian.

Temuan ini memperkuat teori atribusi bahwa interpretasi karyawan terhadap tekanan kerja dan keseimbangan hidup berimplikasi langsung pada perilaku kerja mereka. Secara praktis, penelitian ini menegaskan pentingnya strategi manajemen hotel dalam menjaga keseimbangan kerja-hidup sekaligus mencegah burnout sebagai langkah preventif untuk mengurangi risiko quiet quitting. Dengan demikian, hasil penelitian tidak hanya berkontribusi pada pengayaan literatur manajemen sumber daya manusia, tetapi juga memberikan rekomendasi aplikatif bagi pengelolaan generasi Z di industri perhotelan berbintang lima.

Kata kunci: *work-life balance, burnout, quiet quitting, generasi Z, industri perhotelan.*

Title : *Analysis of Quiet Quitting Decisions Based on Work-Life Balance and Burnout Among Generation Z Employees at the Intercontinental Bali Hotel*

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ABSTRACT

The phenomenon of quiet quitting has recently become a strategic issue in human resource management, especially among Generation Z, which dominates the workforce. This generation is known for being adaptable to technology but also demands a balance between work and personal life. In the context of the hospitality industry, which demands long working hours and high service standards, there is an increased risk of burnout and a tendency toward quiet quitting. This study aims to analyze the influence of work-life balance and burnout on quiet quitting among Generation Z employees at the Intercontinental Bali Hotel.

The research method used a mixed-methods approach, with quantitative data obtained through questionnaires administered to 150 respondents selected using purposive sampling techniques and qualitative data obtained through semi-structured interviews to deepen the findings. Multiple linear regression analysis using SPSS was used to test the hypothesis.

The results indicated that work-life balance has a positive and significant effect on quiet quitting ($\beta = 0.482$; $\text{sig} = 0.000$). This indicates that the higher the employees' awareness of maintaining life balance, the stronger their tendency to limit their work involvement only to their formal job descriptions. Furthermore, burnout was also found to have a positive and significant effect on quiet quitting ($\beta = 0.223$; $\text{sig} = 0.003$), where emotional exhaustion and cynicism encourage employees to withdraw from extra involvement in their work. Simultaneously, these two variables explain 80.4% of the variation in quiet quitting ($R^2 = 0.804$), while 19.6% is influenced by other factors outside the research model.

These findings reinforce attribution theory, which states that employees' interpretations of work pressure and work-life balance have direct implications for their work behavior. Practically, this study emphasizes the importance of hotel management strategies for maintaining work-life balance and preventing burnout, which serves as a preventive measure to reduce the risk of quiet quitting. Thus, the research results not only contribute to the enrichment of human resource management literature but also provide applicable recommendations for managing Generation Z in the five-star hospitality industry.

Keywords: *work-life balance, burnout, quiet quitting, Generation Z, hospitality industry.*