



THE EFFECT OF JOB HUGGING ON THE WORK PERFORMANCE OF MILLENNIAL AND GENERATION Z EMPLOYEES AT PT. HAS INTERNASIONAL

Nur Fadhilah Safrillah ¹ ^{1,2,3,4}Universitas Kurnia Jaya Persada, Kota Palopo, Indonesia
Hendriawan Patadungan ² (* Email Corresponding author: fadhilahdhila011@gmail.com)
Fitriana Umar ³
Rima Yanti ⁴

Article History

Received: 01-11-2025

Revised: 18-11-2025

Accepted: 21-01-2026

Published: 29-01-2026

Keywords

Job hugging, Job performance, Millennials, Generation Z

ABSTRACT

This study aims to analyze the effect of job hugging on the job performance of Millennial and Generation Z employees at PT. HAS International. Job hugging refers to a condition in which employees remain in their jobs primarily due to job security and fear of losing employment, despite declining motivation and engagement. This research employed a quantitative approach using a survey method. The sample consisted of 30 respondents selected through a saturated sampling technique. Data were collected using a Likert-scale questionnaire and analyzed using simple linear regression and t-test analysis. The results indicate that job hugging has a negative and significant effect on employee job performance. Higher levels of job hugging are associated with lower job performance. These findings highlight the importance of managerial efforts to create a supportive work environment that enhances employee engagement and career development, particularly for Millennial and Generation Z employees.

Keywords: Job hugging, Job performance, Millennials, Generation Z.

DOI: _____.

1. INTRODUCTION

The development of the modern workplace is characterized by the dominance of Millennial and Generation Z employees. These two generations exhibit distinct characteristics compared to previous generations, including a strong orientation toward meaningful work, flexibility, work–life balance, and opportunities for personal and professional development. However, economic uncertainty, intense labor market competition, and limited job opportunities have contributed to the emergence of the *job hugging* phenomenon.

This study aims to examine the effect of *job hugging* on job satisfaction among Millennial and Generation Z employees in private companies. *Job hugging* refers to a condition in which employees remain in their current jobs despite experiencing low levels of satisfaction or challenge, primarily due to fear of job loss or uncertainty in securing new employment. This phenomenon has



become increasingly relevant in the post-pandemic period and amid rapidly changing industrial dynamics.

PT. HAS Internasional, a private company operating in the field of workforce training and development, faces challenges in maintaining the performance of its Millennial and Generation Z employees. Employees experiencing *job hugging* are likely to demonstrate decreased motivation, work engagement, and performance, even though they remain physically present in the workplace.

Therefore, this study aims to analyze the effect of *job hugging* on the work performance of Millennial and Generation Z employees at PT. HAS Internasional. The findings are expected to serve as a basis for more adaptive human resource management policies.

2. LITERATURE REVIEW

The *job hugging* phenomenon is part of a dynamic form of work attachment in which employees remain in their jobs despite experiencing stagnation or a lack of motivation. Recent studies indicate that workplace attachment is strongly correlated with job performance, work engagement, job satisfaction, and even turnover intention. A recent meta-analysis demonstrates that attachment styles are significantly associated with work performance, burnout, and job satisfaction, as well as influencing relationships with supervisors and organizational commitment (Warnock, Ju, & Katz, 2024).

Other empirical studies suggest that *job hugging* may have a negative impact on job satisfaction, as it leads to professional stagnation and reduces employees' intrinsic motivation, despite potentially increasing short-term loyalty (Frihatini et al., 2025). Farida Frihatini and colleagues, in their study presented at the National Seminar on Management, analyzed the effect of *job hugging* on employee job satisfaction in IT companies. Their findings indicate that *job hugging* has a negative and significant effect on job satisfaction. They emphasize that such behavior contributes to professional stagnation and declining motivation if not addressed through appropriate career development policies.

Modern organizational literature emphasizes that psychological work-related factors—such as attachment, engagement, and job satisfaction—have a direct relationship with individual performance. Meta-analytic research further confirms that work attachment is not only a predictor of job performance but is also closely related to job satisfaction and organizational commitment.

3. RESEARCH METHOD

This study employed a quantitative approach using a survey method. The population of this study consisted of all Millennial and Generation Z employees at PT. HAS Internasional.

The sampling technique used was saturated sampling, with a total of 30 respondents. Data were collected through a Likert-scale questionnaire ranging from 1 to 5, as well as supporting documentation review. The data analysis technique involved *t*-test analysis to test the research hypothesis.

4. RESULTS AND DISCUSSION

The results of the simple linear regression analysis produced the following equation: $Y = 18.45 - 0.52X$. The regression coefficient of -0.52 indicates that *job hugging* has a negative effect on work performance. The *t*-test results show that the calculated *t* value is greater than the *t*



table value, with a significance level of less than 0.05; therefore, hypothesis H_1 is accepted. This means that the higher the level of *job hugging* experienced by Millennial and Generation Z employees, the lower their work performance.

The figure illustrating the results of the simple linear regression analysis represents the relationship between *job hugging* (X) and work performance (Y). The figure demonstrates a negative linear relationship between the two variables. The downward-sloping regression line indicates that an increase in *job hugging* is followed by a decrease in employee work performance. This finding is consistent with the regression equation $Y = 18.45 - 0.52X$, which implies that each one-unit increase in *job hugging* leads to a decrease of 0.52 units in work performance.

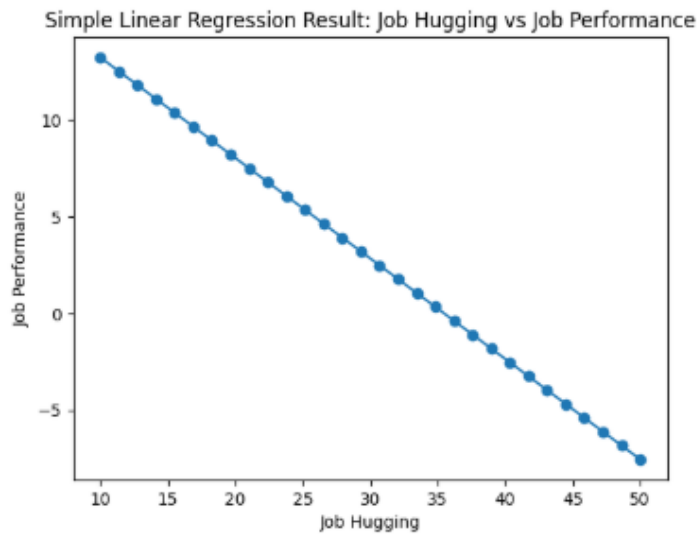


Figure 1. Simple Linear Regression Analysis Result between Job Hugging and Work Performance

Figure 1. Relationship between Job Hugging and Work Performance Based on Simple Linear Regression Analysis

Independent Variable	Regression Coefficient (B)	t Count	Sig.
(Constant)	18.45	4.12	0.000
Job Hugging (x)	-0.52	-2,87	0.008

Source: Data processed by the researcher (2026)

The findings of this study indicate that *job hugging* has a negative impact on work performance. Employees who remain in their jobs primarily due to a sense of security tend to experience a loss of intrinsic motivation, reduced creativity, and a lack of initiative at work.

These findings are consistent with work motivation theories, which suggest that emotional engagement and job satisfaction play a crucial role in enhancing performance. For Millennial and Generation Z employees, jobs that fail to provide meaning and opportunities for personal development tend to reduce productivity, even though employees remain administratively employed.

5. CONCLUSION

Based on the findings of this study, it can be concluded that *job hugging* occurs among Millennial and Generation Z employees at PT. HAS Internasional. Furthermore, *job hugging* has a negative and significant effect on work performance. The higher the level of *job hugging* experienced by employees, the lower their work performance.

PT. HAS Internasional is advised to enhance employee work engagement by implementing structured career development programs, providing continuous training, and creating a more meaningful work environment for Millennial and Generation Z employees.

ACKNOWLEDGEMENTS

The author would like to express sincere gratitude to the management and all employees of PT. HAS Internasional for granting permission and providing the opportunity to conduct this research, as well as for their willingness to participate as respondents. The author also extends appreciation to fellow lecturers and all parties who provided valuable input, suggestions, and motivation throughout the completion of this study.

REFERENCES

- Baker, S. R. (2022). *Job hugging and employee behavior in times of economic uncertainty*. New York, NY: Springer Nature.
- Frihatini, F., Vernia, D. M., & Syakira, G. S. N. F. (2025). *The Effect of Job Hugging on Employee Job Satisfaction and Work Performance*. Surabaya: Universitas Negeri Surabaya.
- Patadungan, H., & Maming, R. (2022). The influence of leadership style, motivation, and organizational culture on employee performance at the Makassar Mayor’s Office. *YUME: Journal of Management*, 5(2), 440–455.
- Patadungan, H., & Nurhayati, N. (2024). The relationship between self-efficacy and organizational culture toward work commitment. *YUME: Journal of Management*, 7(1), 358–362.



- Patadungan, H., & Suhaila, G. (2024). The effect of communication strategy and teller service quality on customer satisfaction at Bank Muamalat Palopo. *JURSIMA*, 12(1), 315–321.
- Warnock, K. N., Ju, C. S., & Katz, I. M. (2024). A meta-analysis of attachment at work: Correlates of job performance, job satisfaction, and engagement. *Journal of Business and Psychology*.
- Warnock, K. N., Ju, C. S., & Katz, I. M. (2024). *Attachment at work: Implications for job performance and employee outcomes*. New York, NY: Springer Publishing.