



## THE EFFECT OF JOB INSECURITY AND JOB SATISFACTION ON TURNOVER INTENTION OF CONTRACT EMPLOYEES AT PT ADETEX BANJARAN

## PENGARUH KETIDAKPASTIAN KERJA DAN KEPUASAN KERJA TERHADAP INTENSI KELUAR KARYAWAN KONTRAK DI PT ADETEX BANJARAN

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### Abstract

This study aims to analyze the effect of job insecurity and job satisfaction on the turnover intention of contract employees at PT Adetex Banjaran. Employment conditions in the textile industry indicate a relatively high level of job uncertainty, particularly for contract employees who experience changes in work schedules, income fluctuations, and limited guarantees of job continuity. These conditions have the potential to reduce job satisfaction and encourage employees' intention to leave the company. This research employs a quantitative approach using a survey method. The research population consists of all contract employees at PT Adetex Banjaran, with the sample determined using a proportional sampling technique. Data were collected through the distribution of questionnaires developed based on indicators of job insecurity, job satisfaction, and turnover intention. Data analysis was conducted using descriptive and inferential statistical techniques with the assistance of SPSS software, including validity and reliability tests, classical assumption tests, correlation analysis, multiple linear regression analysis, coefficient of determination, and partial and simultaneous hypothesis testing. The results indicate that job insecurity has a positive and significant effect on turnover intention, meaning that the higher the level of job insecurity perceived by employees, the greater their tendency to leave the company. In addition, job satisfaction has a negative and significant effect on turnover intention, indicating that higher job satisfaction leads to a lower intention to leave the organization. Simultaneously, job insecurity and job satisfaction have a significant effect on the turnover intention of contract employees at PT Adetex Banjaran. These findings highlight the importance of human resource management practices that focus on enhancing job security and job satisfaction in order to reduce turnover intention. This study is expected to serve as a consideration for company management in formulating more stable, fair, and sustainable employment policies, as well as a reference for future research in the field of human resource management.

**Keywords :** Job Insecurity, Job Satisfaction, Turnover Intention.



### Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh job insecurity dan kepuasan kerja terhadap turnover intention karyawan kontrak di PT Adetex Banjarn. Fenomena ketenagakerjaan di industri tekstil menunjukkan tingkat ketidakpastian kerja yang cukup tinggi, terutama bagi karyawan kontrak yang menghadapi perubahan jadwal kerja, fluktuasi pendapatan, serta keterbatasan jaminan keberlanjutan kerja. Kondisi tersebut berpotensi menurunkan kepuasan kerja dan mendorong munculnya niat karyawan untuk meninggalkan perusahaan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian adalah seluruh karyawan kontrak PT Adetex Banjarn, dengan penentuan sampel menggunakan teknik proporsional. Data dikumpulkan melalui penyebaran kuesioner yang disusun berdasarkan indikator job insecurity, kepuasan kerja, dan turnover intention. Analisis data dilakukan menggunakan teknik statistik deskriptif dan verifikatif dengan bantuan perangkat lunak SPSS, meliputi uji validitas, reliabilitas, uji asumsi klasik, analisis korelasi, regresi linear berganda, koefisien determinasi, serta uji hipotesis parsial dan simultan. Hasil penelitian menunjukkan bahwa job insecurity berpengaruh positif dan signifikan terhadap turnover intention, yang berarti semakin tinggi tingkat ketidakamanan kerja yang dirasakan karyawan, semakin besar kecenderungan mereka untuk keluar dari perusahaan. Selain itu, kepuasan kerja terbukti berpengaruh negatif dan signifikan terhadap turnover intention, sehingga semakin tinggi kepuasan kerja, semakin rendah niat karyawan untuk meninggalkan organisasi. Secara simultan, job insecurity dan kepuasan kerja berpengaruh signifikan terhadap turnover intention karyawan kontrak PT Adetex Banjarn. Temuan ini menegaskan pentingnya pengelolaan sumber daya manusia yang berorientasi pada peningkatan kepastian kerja dan kepuasan karyawan guna menekan tingkat turnover intention. Penelitian ini diharapkan dapat menjadi bahan pertimbangan bagi manajemen perusahaan dalam merumuskan kebijakan ketenagakerjaan yang lebih stabil, adil, dan berkelanjutan, serta menjadi referensi bagi penelitian selanjutnya di bidang manajemen sumber daya manusia.

**Kata Kunci :** Ketidakamanan Kerja, Kepuasan Kerja, Niat Berhenti.

## 1. INTRODUCTION

Human resources are a strategic asset that determines organizational success, particularly in the context of increasingly complex global competition. Organizations are not only required to improve productivity and efficiency, but also to create a stable work environment that provides employees with a sense of security and job satisfaction. Job insecurity and low levels of job satisfaction have been shown to trigger turnover intention, which in turn negatively affects organizational stability and performance. This phenomenon is particularly relevant in the textile industry, which is characterized by unstable work systems and a high dependence on market demand.

**Table 1. Data on the Number of Contract Employees and Employee Turnover at PT Adetex Banjarn**

No	Bagian (Divisi)	Std	Bulan										M	K
			Jan	Feb	Mar	Apr	Mei	Jun	Jul	Ags	Sep	Okt		
1	Staff	15	13	13	13	13	13	13	13	13	13	13		
2	Processing	90	79	80	81	81	79	79	78	77	79	80	8	7
3	Weaving	50	38	38	36	31	29	32	31	31	37	35	12	15
4	Printing	20	14	14	13	13	13	13	13	13	13	12	2	4
5	Logistik	10	6	6	6	4	4	4	4	4	4	4	0	2



6	Utility	15	11	11	11	11	12	12	12	12	10	10	1	2
7	Umum	20	11	11	11	11	11	12	12	12	13	13	2	0
<b>Total Karyawan</b>			172	173	171	164	161	165	163	162	169	167	25	30

*Source: Data Internal, PT Adetex Banjaran 2025*

The textile industry in West Java, as one of the largest manufacturing centers in Indonesia, exhibits a relatively high level of labor mobility. Contract employees are the most vulnerable group to job uncertainty due to frequent changes in work schedules, income fluctuations, and limited guarantees of job continuity. This condition is also evident at PT Adetex Banjaran, where employment data indicate an imbalance between the number of employees entering and leaving the company, as well as a workforce size that does not fully meet the company's standard requirements. Such conditions reflect challenges in workforce stability that may disrupt the company's operational effectiveness.

The results of a preliminary survey among contract employees at PT Adetex Banjaran reveal high levels of job insecurity, low job satisfaction, and a strong tendency toward turnover intention. Most employees expressed concerns regarding job continuity and income uncertainty, which in turn encouraged them to seek more stable employment opportunities. Meanwhile, previous studies have reported inconsistent findings regarding the relationships between job insecurity, job satisfaction, and turnover intention. Therefore, this study is important to empirically examine the effects of job insecurity and job satisfaction on the turnover intention of contract employees at PT Adetex Banjaran, with the aim of contributing to the theoretical literature and providing practical recommendations for more effective and sustainable human resource management.

## 2. RESEARCH METHOD

This study employed a quantitative approach using a correlational survey method to examine the effects of job insecurity and job satisfaction on the turnover intention of contract employees at PT Adetex Banjaran. The research population consisted of all contract employees at the company, totaling 167 individuals across several divisions. The sample size was determined using proportionate stratified random sampling and Slovin's formula with a 5% margin of error, resulting in 118 respondents.

Data were collected primarily through a structured questionnaire using a five-point Likert scale, supported by observation and documentation to strengthen empirical findings. The research variables included job insecurity and job satisfaction as independent variables, and turnover intention as the dependent variable. Prior to data analysis, the research instruments were tested for validity and reliability using Pearson correlation and Cronbach's Alpha.

Data analysis was conducted using SPSS software. Descriptive analysis was applied to describe respondent characteristics and variable conditions, while inferential analysis included classical assumption tests, Pearson correlation analysis, multiple linear regression analysis, coefficient of determination, and hypothesis testing through partial (t-test) and simultaneous (F-test) procedures. All statistical tests were performed at a 5% significance level to ensure



the robustness and reliability of the research model.

### 3. RESULTS AND DISCUSSION

#### a. Reliability Test Results

**Table 2. Results of the Reliability Test**

Variabel	Jumlah Item	Cronbach's Alpha	Standar Reliabilitas	Keterangan
Job Insecurity	10	0,778	0,7	Reliabel
Kepuasan Kerja	10	0,778	0,7	Reliabel
Turnover Intention	08	0,781	0,7	Reliabel

*Source: SPSS Output, data processed by the researcher, 2026*

The reliability test using Cronbach's Alpha indicates that all research instruments demonstrate satisfactory reliability. The *Job Insecurity* variable obtained a Cronbach's Alpha value of 0.778, *Job Satisfaction* recorded a value of 0.778, and *Turnover Intention* achieved a value of 0.781. All values exceed the minimum threshold of 0.70, confirming that the instruments possess good internal consistency and are suitable for measuring the respective variables reliably.

#### b. Normality Test

**Tabel 3. Hasil Uji Normalitas**

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		118	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	3.47753059	
Most Extreme Differences	Absolute	.052	
	Positive	.040	
	Negative	-.052	
Test Statistic		.052	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.614	
	99% Confidence Interval	Lower Bound	.602
		Upper Bound	.627
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.			

*Source: SPSS Output, data processed by the researcher, 2026*

The residual normality test using the One-Sample Kolmogorov–Smirnov test shows an Asymp. Sig. (2-tailed) value of 0.200. In addition, the Monte Carlo significance (2-tailed) based on 10,000 simulated samples yields a value of 0.614 with a 99% confidence interval ranging from 0.602 to 0.627. Since all significance values exceed the 0.05 threshold, it can be



concluded that the residuals are normally distributed. Therefore, the normality assumption of the regression model is satisfied, and the analysis can proceed to the subsequent stages.

**c. Multicollinearity Test**

**Table 4. Multicollinearity Test Results**

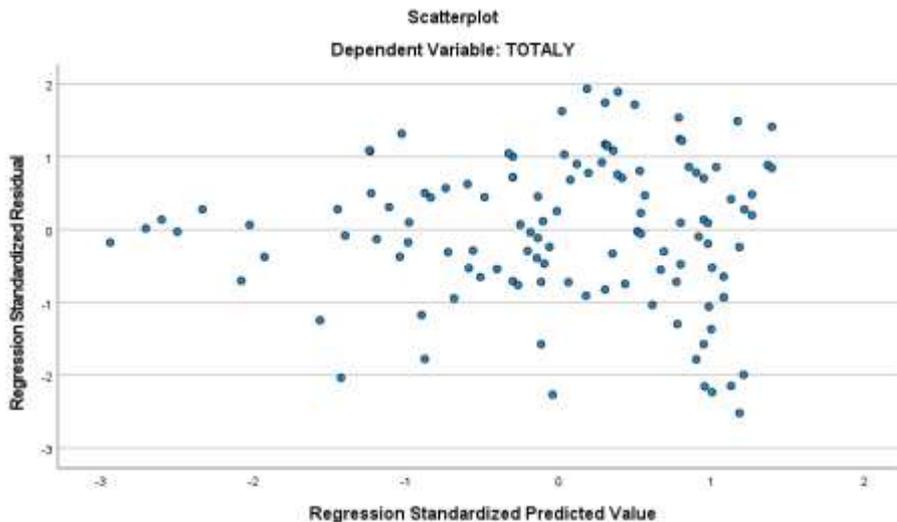
Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.481	1.569		.307	.760		
	Job Insecurity	.581	.073	.680	7.925	<.001	.326	3.068
	Kepuasan Kerja	.154	.066	.200	2.327	.022	.326	3.068

a. Dependent Variable: Turnover Intention

Source: SPSS Output, data processed by the researcher, 2026

Based on Table 4.15, the Variance Inflation Factor (VIF) values for the independent variables, Job Insecurity and Job Satisfaction, are both 3.068, which are below the recommended threshold of 10. In addition, the tolerance values for both variables are 0.326, exceeding the minimum criterion of 0.10. These results indicate the absence of multicollinearity among the independent variables, confirming that the regression model satisfies the classical assumption and is suitable for further analysis.

**d. Heteroscedasticity Test**



**Figure 1. Heteroscedasticity Test**

Source: SPSS Output, data processed by the researcher, 2026

The scatter plot shows that the residuals are randomly distributed above and below the zero line without forming any clear or systematic pattern. The absence of a funnel-shaped, widening, or wave-like pattern indicates that the residual variance is constant across predicted values. Therefore, it can be concluded that the regression model does not exhibit



heteroskedasticity and satisfies the classical assumption, making it appropriate for multiple linear regression analysis and hypothesis testing.

#### e. Multiple Linear Regression Analysis

**Table 5. Multiple Linear Regression Test Results**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
	(Constant)	.481	1.569		.307	.760
	Job Insecurity	.581	.073	.680	7.925	<.001
	Kepuasan Kerja	.154	.066	.200	2.327	.022

a. Dependent Variable: Turnover Intention

Source: SPSS Output, data processed by the researcher, 2026

The multiple linear regression analysis conducted using IBM SPSS version 27 produced the following regression equation:

$$Y = 0.481 + 0.581X_1 + 0.154X_2 + e$$

where  $Y$  represents turnover intention,  $X_1$  denotes job insecurity, and  $X_2$  denotes job satisfaction. The regression model indicates that job insecurity has a positive coefficient of 0.581, suggesting that an increase in job insecurity leads to a substantial increase in turnover intention, assuming job satisfaction remains constant. Job satisfaction also shows a positive coefficient of 0.154, indicating a smaller contribution to turnover intention compared to job insecurity.

Overall, the results demonstrate that both job insecurity and job satisfaction significantly influence turnover intention, either simultaneously or partially. However, job insecurity emerges as the more dominant factor affecting turnover intention among contract employees at PT Adetex Banjarn.

#### f. Coefficient of Determination test results

**Table 6. Coefficient of Determination Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 <sup>a</sup>	.724	.720	3.508

a. Predictors: (Constant), Kepuasan Kerja, Job Insecurity  
b. Dependent Variable: Turnover Intention

Source: SPSS Output, data processed by the researcher, 2026

The correlation coefficient (R) is 0.851, indicating a strong relationship between job insecurity and job satisfaction and turnover intention among contract employees at PT Adetex Banjarn. The R Square ( $R^2$ ) value of 0.724 shows that 72.4% of the variance in turnover intention is jointly explained by job insecurity and job satisfaction, while the remaining 27.6% is influenced by other factors outside the model. The Adjusted R Square value of 0.720 further



confirms that the regression model has strong explanatory power and remains stable after adjustment for the number of independent variables and sample size.

### g. Hypotesis test result

**Table 7. t-Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.481	1.569		.307	.760
	Job Insecurity	.581	.073	.680	7.925	<.001
	Kepuasan Kerja	.154	.066	.200	2.327	.022

a. Dependent Variable: Turnover Intention

Source: SPSS Output, data processed by the researcher, 2026

The t-test results indicate that both independent variables have a significant effect on turnover intention among contract employees at PT Adetex Banjaran. Job insecurity ( $X_1$ ) shows a t-value of 7.925 with a significance level of 0.000 ( $< 0.05$ ), indicating a positive and significant effect on turnover intention. This result suggests that higher perceived job insecurity increases employees' intention to leave the company.

Meanwhile, job satisfaction ( $X_2$ ) records a t-value of 2.327 with a significance level of 0.022 ( $< 0.05$ ), confirming a significant effect on turnover intention. These findings indicate that job satisfaction is significantly associated with employees' intention to leave. Overall, the results demonstrate that both job insecurity and job satisfaction have a significant partial effect on turnover intention, leading to the acceptance of the proposed partial hypotheses.

**Table 8. F-Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3717.704	2	1858.852	151.083	.001 <sup>b</sup>
	Residual	1414.907	115	12.304		
	Total	5132.610	117			

a. Dependent Variable: Turnover Intention  
b. Predictors: (Constant), Kepuasan Kerja, Job Insecurity

Source: SPSS Output, data processed by the researcher, 2026

The F-test yields an F-value of 151.083 with a significance level of 0.001 ( $< 0.05$ ). This result indicates that the regression model is statistically significant and suitable for explaining the relationship between the independent and dependent variables. Since the calculated F-value exceeds the critical F-value, it can be concluded that job insecurity and job satisfaction simultaneously have a significant effect on turnover intention among contract employees at PT Adetex Banjaran.



### **g. Discussion**

The results of the descriptive analysis indicate that contract employees at PT Adetex Banjarn experience a relatively high level of job insecurity, reflected by a strong interpretation score. This finding suggests that uncertainty regarding job continuity, income stability, and contract renewal is widely perceived among employees and not limited to a small group. Such conditions confirm that job insecurity is a prominent issue faced by contract employees, particularly in a work environment characterized by unstable schedules and operational fluctuations.

In contrast, job satisfaction among contract employees is classified as relatively strong, although variations across indicators remain evident. Certain aspects, such as feeling valued and job person fit, are perceived positively, while other aspects related to work comfort, organizational support, and policy clarity receive lower evaluations. These findings indicate that although employees experience some level of satisfaction, improvements are still required to ensure more evenly distributed job satisfaction across all dimensions. Meanwhile, turnover intention is also categorized as strong, with many employees expressing an interest in seeking alternative employment opportunities that offer greater stability, indicating a tangible risk of workforce turnover.

The inferential analysis demonstrates that job insecurity has a positive and significant effect on turnover intention. This result confirms that higher perceived job insecurity increases employees' intention to leave the organization, as a rational response to uncertainty surrounding job continuity and economic security. In addition, job satisfaction is found to have a significant negative effect on turnover intention, indicating that lower job satisfaction strengthens employees' desire to leave the company. These findings are consistent with prior studies emphasizing the critical role of psychological security and job satisfaction in shaping employee retention behavior.

Furthermore, the simultaneous analysis reveals that job insecurity and job satisfaction jointly have a significant effect on turnover intention. The interaction between high job insecurity and suboptimal job satisfaction intensifies employees' inclination to seek alternative employment. This finding underscores that turnover intention among contract employees is a multifactorial phenomenon, shaped by both uncertainty in employment conditions and the quality of the work experience. Therefore, managing job insecurity while simultaneously enhancing job satisfaction is essential for reducing turnover intention and ensuring workforce stability at PT Adetex Banjarn.

## **4. CONCLUSION**

Based on the results and discussion presented in Chapter IV regarding the effects of job insecurity and job satisfaction on turnover intention among contract employees at PT Adetex Banjarn, the following conclusions can be drawn:

1. Job insecurity has a significant effect on turnover intention among contract employees at PT Adetex Banjarn.



The findings indicate that higher levels of perceived job insecurity are associated with a stronger intention to leave the organization. Uncertainty related to job continuity, contract renewal, income stability, and future career prospects creates feelings of anxiety and insecurity, which in turn increase turnover intention. This suggests that job insecurity is a critical factor in triggering employees' intention to leave.

2. Job satisfaction has a significant effect on turnover intention among contract employees at PT Adetex Banjaran.

The study shows that job satisfaction plays an important role in reducing or increasing turnover intention. Employees who are satisfied with their job aspects, work relationships, work environment, and reward system tend to have lower turnover intention. Conversely, low job satisfaction particularly concerning reward fairness and work policies encourages employees to consider leaving the company.

3. Job insecurity and job satisfaction simultaneously have a significant effect on turnover intention among contract employees at PT Adetex Banjaran.

The results demonstrate that the combination of high job insecurity and low job satisfaction has a stronger influence on turnover intention than the partial effects of each variable. Working conditions that fail to provide a sense of security and are not supported by adequate job satisfaction motivate contract employees to seek alternative employment. Therefore, both variables together are the main determinants of turnover intention among contract employees at PT Adetex Banjaran.

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