

The Influence of Job Satisfaction on Turnover Intention (Survey on Contract Employees of Administrative Staff at Maranatha Christian University)

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Abstract

This research was designed to evaluate the impact of job satisfaction on *turnover intention* among contract administrative staff at Maranatha Christian University, Bandung. A quantitative approach was employed, involving all 39 contract employees as a sample through census sampling. Data were gathered using a Likert-scale questionnaire and analyzed through validity tests (Pearson correlation), reliability, normality, and simple linear regression. The findings reveal that job satisfaction does not significantly influence *turnover intention*, with a significance value (Sig) of 0.182, exceeding the threshold of 0.05. This result suggests that job insecurity due to contract status plays a more significant role in driving *turnover intention* than job satisfaction. The study recommends that the university prioritize job stability and career development opportunities to reduce *turnover intention* among contract employees.

Keywords : Jobs Satisfaction, Turnover Intention, Contract Employees

Introduction

Bandung is home to several private universities that play a significant role in increasing access to education. However, these economic challenges and funding policies have implications for the management of human resources (HR) in these institutions. One of the most striking issues is the high *turnover intention* among employees, especially those with contract status, such as administrative staff. Contract employees often face job uncertainty, lack of long-term career security, and limited opportunities for professional development, which can ultimately weaken their loyalty to the organization (Luthans et al., 2021). This condition is exacerbated by fierce competition in the Bandung labor market, where various other sectors and institutions are competing to recruit quality workers.

Job satisfaction can be defined as a positive feeling or level of happiness felt by an employee towards his/her job, which is influenced by various aspects such as work atmosphere, interpersonal relationships with coworkers, financial rewards, and opportunities for development (Spector, 2021). On the other hand, *turnover intention* refers to an employee's desire or plan to leave the organization where they work, which is often triggered by job dissatisfaction, better opportunities elsewhere, or job uncertainty (Mobley et al., 2022). Especially for contract employees, turnover intention tends to be higher due to their unstable employment status, which creates psychological insecurity and uncertainty (Robbins & Judge, 2023).

Previous studies have shown varying results regarding the relationship between job satisfaction and turnover intention. Several studies, such as those conducted by Herzberg et al. (2021), found that job satisfaction has a negative effect on turnover intention, meaning that the higher the level of satisfaction, the lower the employee's desire to leave the organization.

This finding is supported by Luthans et al. (2021), which states that job satisfaction can increase employee loyalty to the organization. However, other studies, such as those conducted by Mobley et al. (2022), reveal that job satisfaction is not always a determining factor in turnover intention, especially for contract employees, who are more influenced by external factors such as job uncertainty or alternative job opportunities. Griffin (2023) also found that for contract employees, factors such as job stability and career opportunities have a greater influence on turnover intention than job satisfaction.

The existence of these different findings indicates an empirical discrepancy that needs to be further studied, especially in the context of contract employees in private universities. Therefore, this study seeks to explore the impact of job satisfaction on the turnover intention of contract employees of Maranatha Christian University administration, with the aim of providing new insights for HR management in the private higher education sector in 2025.

By considering the background that has been described, the author conducted a study entitled "**The Influence of Job Satisfaction on *Turnover Intention* of Contract Employees of Administrative Staff at Maranatha Christian University**"

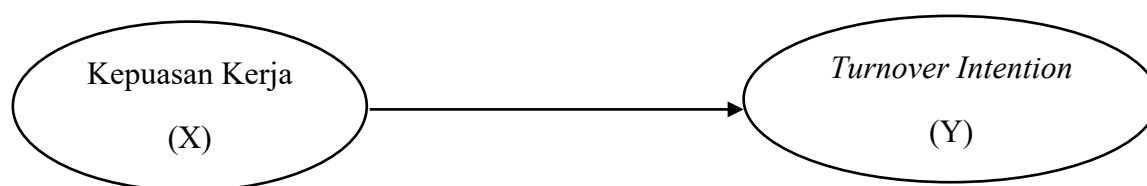


Figure 1. Research Model



H1: Job satisfaction has a positive effect on *the turnover intention* of contract employees of Maranatha Christian University Administration Staff

Method

In this study, the type that will be used is quantitative research, with a survey method to evaluate the relationship between job satisfaction and turnover intention. The object of the study is focused on contract employees of administrative staff at Maranatha Christian University, Bandung. The population in this study includes 39 contract employees, and the entire population is sampled using the census sampling technique.

The census *sampling technique* is a sampling method in which each individual in the population is included as part of the research sample (Sugiyono, 2022). This approach was chosen because the population is relatively small, namely 39 people, making it possible to involve all members without exception. The reason for using census sampling is to ensure full representation of the population, reduce the risk of bias in sample selection, and increase the accuracy of research results (Sekaran & Bougie, 2023). By involving the entire population, this study can provide a more comprehensive and accurate picture of the relationship between job satisfaction and turnover intentions among contract administrative staff at Maranatha Christian University.

Data collection techniques were collected through a research questionnaire, which was designed to measure two main variables, namely job satisfaction and turnover intentions. This questionnaire uses a Likert scale of 1 to 5, with 1 indicating "strongly disagree" and 5 indicating "strongly agree". The research instrument testing technique uses a validity test with

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the help of the SPSS Application, using *Person Item Correlated*, the statement is considered valid if the significance (Sig) ≤ 0.05 (Suliyanto, 2018). Reliability test with the help of the SPSS application, the questionnaire is declared reliable if the Alpha coefficient result is \geq from a significance level of 0.6 (Sugiyono, 2017).

The collected data were then tested for normality using the Kolmogorov-Smirnov test, with a significance value criterion (Sig) ≥ 0.05 to state normal distribution data (Field, 2021). After ensuring that the data met the normality assumption, the relationship between job satisfaction and turnover intention was analyzed using a simple linear regression test to determine whether job satisfaction had a significant effect on turnover intention (Ghozali, 2023).

Results and Discussion

The questionnaire collected 39 respondents. The following is the profile of the respondents. The majority of respondents were female, namely 21 people (53.8%), while males numbered 18 people (46.2%). Based on age range, 1 person (2.6%) was 23 years old, 27 people (69.2%) were 25–28 years old, 8 people (20.5%) were 33–36 years old, and 3 people (7.7%) were 37–40 years old. In terms of education level, 32 people (82.1%) had a bachelor's degree, 2 people (5.1%) had a master's degree, and 5 people (12.8%) had a high school or equivalent education. The length of service of the respondents showed that 6 people (15.4%) had worked for less than 1 year, 28 people (71.8%) had worked for 1–3 years, 3 people (7.7%) had worked for 4–5 years, and 2 people (5.1%) had worked for 6–8 years. Based on marital status, 21 people (53.8%) were married and 18 people (46.2%) were not married, while 14 people (35.9%) had children and 25 people (64.1%) did not have children.

Validity Test

Validity testing is conducted to ensure that the research instrument can measure the intended variables accurately. In this study, the validity test uses the Pearson correlation method, which measures the relationship between the score of each item and the total score of the measured variable. Pearson correlation was chosen because this method is effective for measuring linear relationships between two variables and is often used in quantitative research to assess the validity of the instrument (Field, 2021). The test results showed that all items in the job satisfaction and turnover intention variables were declared valid, with a significance value (Sig) of less than 0.05. This shows that each questionnaire item has a significant correlation with the total score of the measured variable, so that the instrument can be used to measure job satisfaction and turnover intention well (Hair et al., 2022).

Reliability Test

Reliability testing was conducted to evaluate the internal consistency of the research instrument. In this study, the reliability test used the Cronbach's Alpha method, with a value criterion of greater than or equal to 0.6. The test results showed that the job satisfaction variable had a Cronbach's Alpha value of 0.835, while the turnover intention variable had a Cronbach's Alpha value of 0.930. Both of these values are far above the threshold of 0.6, so the instruments for both variables can be said to be reliable and have good internal consistency (Sekaran & Bougie, 2023). The high Cronbach's Alpha value indicates that the

questionnaire used in this study is consistent in measuring the constructs of job satisfaction and turnover intention, so that the results can be trusted for further analysis.

Normality Test

The normality test was conducted to ensure that the research data was normally distributed, which is one of the basic assumptions in regression analysis. This test uses the Kolmogorov-Smirnov method, with the criteria of a significance value (Sig) greater than or equal to 0.05 to state that the data is normally distributed. The test results show that the data has a significance value (Sig) of 0.160, which is greater than 0.05. Thus, this research data can be said to be normally distributed, thus meeting the requirements for simple linear regression analysis (Field, 2021). The normality of this data ensures that the results of the statistical analysis carried out are not biased and can be interpreted accurately (Ghozali, 2023).

Simple Linear Regression Test

Simple linear regression analysis was conducted to evaluate the relationship between job satisfaction and turnover intention. The test results showed that job satisfaction did not have a significant effect on turnover intention, with a significance value (Sig) of 0.182, which is greater than the threshold of 0.05. This indicates that the hypothesis stating that job satisfaction affects the turnover intention of contract administrative staff at Maranatha Christian University cannot be accepted (Ghozali, 2023). In other words, job satisfaction is not the main factor driving contract employees' desire to leave the organization.

These results can be explained by considering the specific context of the respondents, namely contract employees. Their precarious employment status causes job uncertainty to be a more dominant factor in influencing turnover intentions than job satisfaction. Contract employees tend to pay more attention to aspects such as long-term job security, better career opportunities elsewhere, and more attractive financial rewards, so job satisfaction becomes less relevant in this context (Luthans et al., 2021). In addition, the tight competition situation in the Bandung labor market, coupled with the budget challenges of private universities in 2025, is also likely to motivate contract employees to seek alternative employment opportunities, regardless of their level of satisfaction with their current job (Griffin, 2023). This job uncertainty creates psychological stress which, according to Deci and Ryan (2022), can reduce employees' intrinsic motivation to stay in the organization.

Variable Indicator Analysis

Based on the results of the questionnaire, it shows that in the job satisfaction variable, the indicator with the highest score is the statement "I feel satisfied with my current job", which obtained an average score of 4.85 (Likert scale 1-5). This shows that the majority of respondents have a high level of satisfaction with their current jobs (Spector, 2021). However, the indicator with the lowest score is "The work I do is challenging", with an average score of 3.44 indicating that contract employees feel that their jobs provide less challenge or variety (Herzberg et al., 2021). The low score on this indicator can be explained by the theory of Hackman and Oldham (2022), which states that monotonous or less challenging work can reduce employees' intrinsic job satisfaction, especially in routine administrative work.

In the turnover intention variable, the indicator with the lowest score was "I feel uncomfortable in my job so I want to leave", with an average score of 2.18. This score indicates that respondents do not feel significant discomfort in their jobs that drives the desire

to leave (Mobley et al., 2022). In contrast, the indicator with the highest score was “I often compare my job with jobs at other companies or colleges”, with an average score of 3.23 indicating that respondents tend to compare their jobs with opportunities elsewhere, which can affect their turnover intention (Griffin, 2023). This tendency can be explained by Adams' (2021) equity theory, which states that employees tend to compare their rewards and efforts with other employees in the same organization or industry, thus influencing their decision to stay or leave the organization.

Discussion

The results of this study indicate that job satisfaction does not have a significant effect on turnover intention, which is in line with the view that job satisfaction is not a major predictor of turnover intention in the context of contract employees (Mobley et al., 2022). Herzberg's motivation theory explains that job satisfaction is more related to intrinsic factors such as achievement, recognition, and challenges in work, while extrinsic factors such as job uncertainty or career stability play a greater role in influencing employees' decisions to leave (Herzberg et al., 2021). In this context, contract employees at Maranatha Christian University seem to be more influenced by their job uncertainty than the level of job satisfaction they feel.

The context of private higher education in Bandung in 2025 also provides additional pressure. Higher education budget cuts have caused many private institutions, including Maranatha Christian University, to face difficulties in providing stable job security for contract employees (Kompas.id, 2025). This is exacerbated by the tight competition in the Bandung labor market, where various companies and other educational institutions offer more attractive opportunities for qualified workers (Kemendikbudristek, 2025). According to Vroom's (2022) expectancy theory, employees will be more motivated to leave an organization if they believe that their efforts can result in better rewards elsewhere, such as higher salaries or more secure contracts.

In addition, this finding can be linked to Weiss and Cropanzano's (2021) theory of job affect, which states that employees' emotional experiences at work, such as feelings of security or uncertainty, influence their decisions to stay or leave. In the context of contract employees, job uncertainty can create negative emotional experiences that are more dominant than job satisfaction, thus driving turnover intentions. Research by Schaufeli and Bakker (2023) also shows that employees who feel less emotionally involved with their jobs tend to have higher turnover intentions, which may be relevant in this case given the monotony of administrative work.

Below are the results of the regression test to answer the problems in the research:

Table 1. Results of the Research Regression Test

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.218 ^a	.048	.022	7.99762
a. Predictors: (Constant), VAR00008				
b. Dependent Variable: VAR00016				
The coefficient of determination R square is 0.048, which means that job satisfaction has an influence of 4.8%.				

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118,386	1	118,386	1,851	.182 ^b
	Residual	2366.589	37	63,962		
	Total	2484.974	38			

a. Dependent Variable: VAR00016

The calculated F value is 1.851 with a significance level of 0.182.

Coefficients ^a						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	32,046	9.936		3.225	.003
	VAR00008	-.423	.311	-.218	-1,360	.182

a. Dependent Variable: VAR00016

b. Predictors: (Constant), VAR00008

Regression Equation:

$$Y = a + Bx$$

$$\text{Turnover Intention} = 32.046 + (-.423) \text{ Job Satisfaction}$$

Conclusion

Based on the results of this study, it can be concluded that job satisfaction does not have a significant negative impact on the desire to leave work among contract employees of Maranatha Christian University administration. This is indicated by the significance value of the simple linear regression test of 0.182, which exceeds the significance limit of 0.05. Therefore, other factors such as job uncertainty, career opportunities elsewhere, or broader economic conditions are likely to play a greater role in driving turnover intentions among contract employees.

Based on the research results, there are several managerial implications that can be applied by Maranatha Christian University to reduce the intention to leave contract employees. First, although respondents showed a high level of satisfaction with their current jobs (score 4.85), the low score on the challenging aspect of work (score 3.44) indicates that management needs to increase task variety and opportunities for development. Providing training, new project assignments, or career development opportunities can make work more interesting and meaningful for contract employees (Spector, 2021).

Second, regarding turnover intention, the low score on the discomfort indicator (score 2.18) indicates that the work environment at Maranatha Christian University is quite conducive. However, the high score on the tendency to compare jobs with other places indicator (score 3.23) indicates that contract employees often consider better opportunities outside the organization. To address this, management can increase the attractiveness of the job by offering incentives such as longer contracts, competitive benefits, or a path to permanent employee status (Luthans et al., 2021). In addition, building a supportive work culture and providing a sense of psychological safety can help reduce employees' desire to seek opportunities elsewhere (Robbins & Judge, 2023).

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