

Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

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ABSTRACT

This study examines the effect of income, job security, and workload on job satisfaction among outsourced employees at PT. Kreasi Hexa Indonesia. Job satisfaction is an important factor influencing workforce stability and organizational performance, particularly in outsourcing employment systems. This research employs a quantitative approach using a survey method. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with a higher-order construct approach through the two-stage method. The evaluation of the model included tests of convergent validity, discriminant validity, construct reliability, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing using bootstrapping. The results show that income and job security have a positive and significant effect on job satisfaction, while workload has a negative and significant effect. The findings indicate that fair compensation, employment stability, and balanced workload management play important roles in improving job satisfaction among outsourced employees. This study contributes to the literature by applying a higher-order construct model to analyze multidimensional variables and provides practical insights for improving human resource management practices in outsourcing organizations.

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INTRODUCTION

Human resources are widely recognized as a key determinant of organizational effectiveness and long-term sustainability. In increasingly competitive business environments, many firms adopt outsourcing arrangements to improve operational flexibility and cost efficiency. Through outsourcing, companies can focus on their core activities while delegating supporting functions to third-party providers. However, although this system offers strategic advantages for client firms, it also creates employment conditions that may affect workers' job satisfaction, particularly in relation to compensation, employment continuity, and workload. PT. Kreasi Hexa Indonesia is an outsourcing service provider

Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

that manages approximately 360 active workers deployed across industrial, service, office, and logistics sectors. As a labor supplier, the company's performance depends not only on its ability to meet client demands but also on its capacity to maintain the satisfaction of its outsourced workforce. Job satisfaction is particularly important in this context because it is closely associated with employee loyalty, work motivation, productivity, and workforce stability. When outsourced workers experience low job satisfaction, the organization may face hidden costs such as absenteeism, turnover, reduced productivity, and declining service quality.

Among the factors that may shape job satisfaction, income is one of the most visible and sensitive dimensions. Income represents the financial return workers receive for their contribution and is often used by employees to evaluate fairness in the employment relationship. At PT. Kreasi Hexa Indonesia, compensation varies according to contract type, job characteristics, and client policies. Workers under fixed-term contracts generally receive monthly pay based on regional minimum wage standards, whereas interns receive an allowance below that level and daily workers are paid based on attendance. Such differences may generate perceptions of inequity, especially when employees compare their compensation with their workload and responsibilities. In this regard, income is not merely an economic issue but also a reflection of organizational fairness. Job security is another crucial determinant of job satisfaction, particularly in outsourcing employment. Outsourced workers are commonly employed under temporary contracts, which may limit their sense of stability and predictability regarding future employment. At PT. Kreasi Hexa Indonesia, a considerable proportion of workers remain under short-term contracts, creating uncertainty about contract continuation and long-term career prospects. A lack of job security may increase anxiety, weaken organizational commitment, and reduce employee confidence in the employer. For outsourced workers, the issue of job security is therefore not only administrative but also psychological.

Workload also deserves attention because outsourced employees often face varying demands depending on client expectations and work placement. Internal company data indicate that some job categories, such as production operators and technicians, are associated with relatively long working hours and frequent overtime, while administrative staff experience strong time pressure and task intensity. Excessive workload may lead to fatigue, stress, and reduced well-being, which in turn can undermine job satisfaction. Conversely, a balanced workload can support employee comfort, maintain motivation, and strengthen job performance. Preliminary findings from internal company data and a pre-survey also suggest that job satisfaction among outsourced workers at PT. Kreasi Hexa Indonesia is not yet optimal. Although employees tend to report positive perceptions regarding supervisor relationships and the work environment, satisfaction with salary, contract certainty, and workload balance remains relatively low. These conditions indicate that job satisfaction is shaped by a combination of financial and non-financial factors, and that the outsourcing context creates a more complex employment reality than that found in conventional permanent employment systems. Previous studies have examined the relationship between income, job security, workload, and job satisfaction. However, the findings remain inconsistent. Some studies report that income and job security significantly increase job satisfaction, while others find no significant effect. Similarly, workload has been found to negatively affect job satisfaction in some contexts, but not in others. These inconsistencies indicate a research gap and suggest that the relationship between these variables may depend on employment type, organizational setting, and workforce characteristics. Despite the growing body of literature, empirical studies focusing specifically on outsourced workers in Indonesia remain limited, particularly those examining income, job security, and workload simultaneously within a single analytical model.

This study offers novelty in two respects. First, it focuses specifically on outsourced workers, a group that is often underrepresented in job satisfaction research despite facing distinct employment conditions. Second, it examines the combined effects of income, job security, and workload on job satisfaction in the context of an outsourcing service provider, thereby integrating financial, employment-related, and work-demand dimensions into one framework. This approach is expected to provide a more comprehensive understanding of job satisfaction in outsourced employment settings.

Based on the background, empirical conditions, and research gap described above, this study aims to analyze the effects of income, job security, and workload on the job satisfaction of outsourced workers at PT. Kreasi Hexa Indonesia. The findings are expected to contribute theoretically to the literature on human resource management and practically to managerial decision-making in outsourcing workforce management.

LITERATURE REVIEW

Income and Job Satisfaction

H1: Income has a positive and significant effect on job satisfaction.

Income refers to the financial compensation received by employees in exchange for their work contributions and responsibilities. Compensation plays an important role in human resource management because it reflects how organizations value employees' performance and contributions. According to Adams' Equity Theory, employees evaluate the fairness of compensation by comparing their efforts with the rewards they receive. When employees perceive that their income is fair and proportional to their workload, their level of job satisfaction tends to increase. In addition, Herzberg's Two-Factor Theory states that salary is included in hygiene factors that can prevent job dissatisfaction when properly managed. Fair and adequate income can create a sense of appreciation, improve motivation, and encourage employees to perform their tasks more effectively. Conversely, inadequate or unfair compensation may lead to dissatisfaction, reduced motivation, and lower employee commitment. Previous studies have shown that income has a positive and significant influence on job satisfaction (Wahyuni & Sari, 2022; Prasetyo, 2023; Mulyono, 2022; Hutapea & Lestari, 2023). These findings indicate that employees who receive appropriate and competitive compensation are more likely to experience higher job satisfaction. Therefore, proper income management becomes an important factor in maintaining employee satisfaction, particularly in outsourcing employment systems where compensation structures may vary.

Job Security and Job Satisfaction

H2: Job security has a positive and significant effect on job satisfaction.

Job security refers to employees' perceptions regarding the stability and continuity of their employment within an organization. It reflects the degree to which employees feel safe from the risk of losing their jobs. Robbins and Judge (2020) state that job security is an important factor that can reduce anxiety and increase employees' sense of safety in performing their work. According to Maslow's Hierarchy of Needs, the need for safety is one of the fundamental human needs that must be fulfilled before individuals can achieve higher levels of motivation and satisfaction. When employees feel secure in their employment, they tend to develop stronger organizational commitment, higher motivation, and more positive attitudes toward their jobs.

In outsourcing systems, job security becomes a critical issue because many workers are employed under temporary or fixed-term contracts. Uncertainty regarding contract continuation may create psychological stress and reduce job satisfaction. Several previous studies have reported that job security has a positive and significant effect on job satisfaction (Nuraini & Harahap, 2022; Fitriani, 2023; Sari & Nugroho, 2023; Hartini, 2024). These findings suggest that employees who experience higher levels of job security tend to demonstrate greater satisfaction with their jobs.

Workload and Job Satisfaction

H3: Workload has a negative and significant effect on job satisfaction.

Workload refers to the amount of work assigned to employees and the level of effort required to complete their tasks within a specific period. Workload includes both physical and psychological demands placed on employees during the execution of their responsibilities. Excessive workload may cause work fatigue, stress, and burnout, which can negatively affect employees' physical and psychological well-being. According to human resource management theory, an imbalance between workload and employee capability may reduce productivity and job satisfaction. Conversely, a balanced workload can support employee comfort, improve performance, and create a more positive work environment. In outsourcing employment systems, workload may vary depending on job roles, client demands, and operational targets. Employees who experience excessive workload without adequate compensation or support may develop negative perceptions toward their jobs and organizations. Several empirical studies have shown that workload has a negative and significant effect on job satisfaction (Hapsari & Yuliana, 2024; Lestari & Riyanto, 2021; Nugraha & Santoso, 2023). These findings indicate that higher workload levels may decrease employees' job satisfaction.

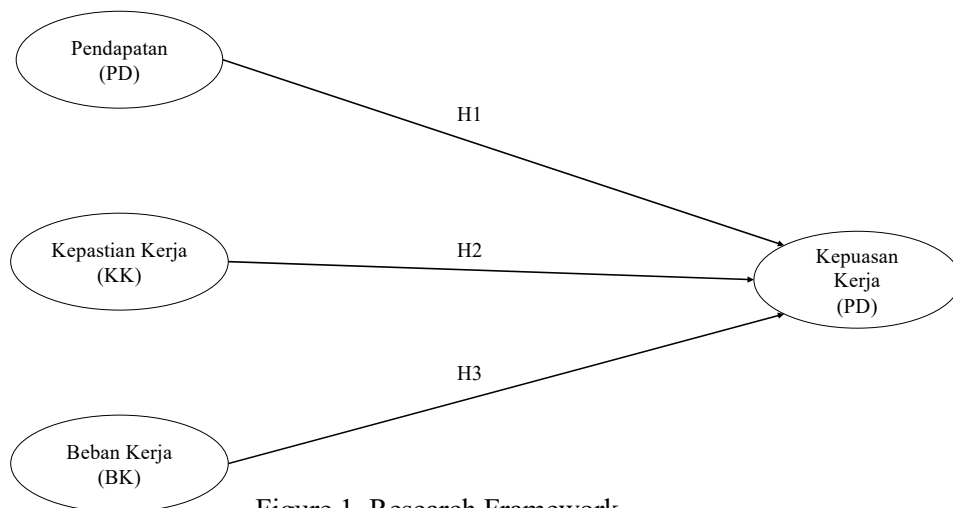


Figure 1. Research Framework

METHOD

This study employed a quantitative approach with a causal research design to examine the influence of organizational culture and transactional leadership on employee performance with employee engagement as a mediating variable. A causal design was chosen to analyze the directional and explanatory relationships among the research variables. The research framework was developed to understand how managerial factors influence employee engagement and ultimately affect employee performance within an organizational context.

The population of this study consisted of outsourced employees working in the quality inspection division in Bekasi Regency, Indonesia, with a minimum work tenure of more than one year. The total population in this study was 150 employees. This research applied a non-probability sampling technique using a saturated sampling method, where all members of the population were included as research respondents. Therefore, the total sample used in this study was 150 respondents.

Primary data were collected through a questionnaire using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions. The questionnaire items represented four main constructs: organizational culture, transactional leadership, employee engagement, and employee performance. To ensure the reliability and validity of the research instrument, the data were analyzed using SmartPLS 4 through tests of convergent validity, discriminant validity, and construct reliability using Composite Reliability and Cronbach's Alpha. All constructs demonstrated acceptable reliability levels. Hypothesis testing was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach through SmartPLS 4.0 software. This method was selected due to its ability to analyze complex relationships and its robustness in handling data that do not fully meet normality assumptions.

RESULT AND DISCUSSION

Model Measurement

The initial stage in PLS SEM analysis involves evaluating the measurement model to ensure that all constructs demonstrate adequate levels of validity and reliability before proceeding to structural model testing. This evaluation includes assessing convergent validity, discriminant validity, and internal reliability for the constructs of organizational culture, transactional leadership, employee engagement, and employee performance. Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE). The results indicate that all indicators associated with the variables organizational culture, transactional leadership, employee engagement, and employee performance have outer loading values above 0.70 and AVE values exceeding the recommended threshold of 0.50. These findings confirm that the indicators adequately represent their respective latent constructs and meet the criteria for convergent validity (Hair et al., 2019). Furthermore, discriminant validity was examined using the Heterotrait Monotrait Ratio (HTMT) approach, which is considered a more sensitive method for detecting potential overlap between constructs. The analysis shows that all HTMT values in the model are below the recommended maximum threshold of 0.90, indicating that each construct is empirically distinct and that no significant conceptual overlap exists among the variables. In addition, internal reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha. The results reveal that all constructs in this study, namely organizational culture, transactional leadership, employee engagement, and employee performance, have Composite Reliability and Cronbach's Alpha values greater than 0.70. This indicates that the indicators within each construct demonstrate strong internal consistency in measuring the intended variables. Overall, the results of the measurement model evaluation confirm that all constructs meet the required standards of validity and reliability, allowing the analysis to proceed to the structural model testing stage.

Table 1. Respondent Profile

Description	Item	Presentase (%)
Gender	Male	40%
	Female	60%

Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

Age	18 - 20 Years Old	27%
	21 - 30 Years Old	67%
	31 - 40 Years Old	5%
	41 - 50 Years Old	1%
Last Education Level	Senior High School (SMA/SMK)	97%
	Diploma 3 (D3)	1%
	Bachelor's Degree (S1)	2%
	Master's Degree (S2)	0%
Work Period	1 - 2 Tahun	75%
	2 - 3 Tahun	5%
	3 - 4 Tahun	10%
	> 4 Tahun	11%

Outer model evaluation

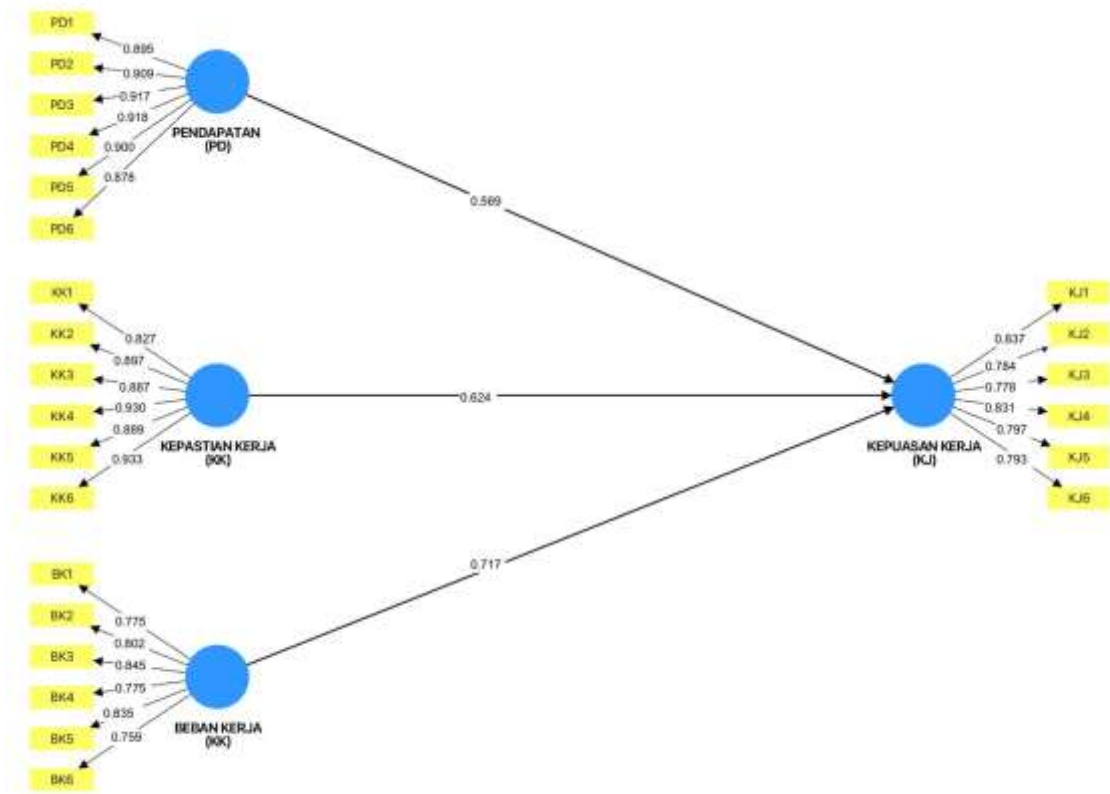


Figure 2. Outer Model

Based on Figure 2, the analysis of the external model was conducted to evaluate the measurement model, particularly to assess the validity and reliability of the constructs and indicators used in this study. The reflective measurement model was examined through validity and reliability testing. Figure 2 presents the results of the factor loadings, Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE) obtained from the analysis.

Table 2. Test Outer Model

Variabel	Indicator	Outer Loadings	Cronbach's Alfa	Composite Reliability	AVE
<i>Income</i>	PD1	0.895	0.975	0.977	0.788
	PD2	0.909			
	PD3	0.917			
	PD4	0.918			
	PD5	0.900			
	PD6	0.878			
<i>Job Security</i>	KK1	0.827	0.950	0.961	0.641
	KK2	0.897			
	KK3	0.887			
	KK4	0.930			
	KK5	0.889			
	KK6	0.933			
<i>Workload</i>	BK1	0.775	0.950	0.953	0.800
	BK2	0.802			
	BK3	0.845			
	BK4	0.775			
	BK5	0.835			
	BK6	0.759			
<i>Job Satisfaction</i>	KJ1	0.837	0.941	0.942	0.652
	KJ2	0.784			
	KJ3	0.778			
	KJ4	0.831			
	KJ5	0.797			
	KJ6	0.793			

Based on Table 2, it can be observed that each indicator statement is considered valid because the factor loading values are greater than or equal to 0.70. Therefore, the evaluation of the measurement model can proceed to the next stage. The following step involves assessing the Average Variance Extracted (AVE), where the recommended threshold is greater than 0.50. The AVE values for each research variable are presented in the table above. Since all AVE values exceed the minimum requirement of 0.50, it can be concluded that each construct adequately explains the variance of its indicators.

Discriminant validity is used to determine the extent to which one construct differs from other constructs in the model. In this study, discriminant validity was evaluated using the Fornell Larcker criterion. The requirement for this test is that the square root of the AVE value for each construct must be higher than its correlation with other constructs. The results indicate that these criteria have been satisfied, confirming that each construct is empirically distinct.

Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

Furthermore, reliability testing was conducted to assess the consistency of the research instrument. Reliability was evaluated using Composite Reliability and Cronbach's Alpha. Both indicators must exceed the threshold value of 0.70 to indicate acceptable reliability. Based on Table 2, it can be seen that the Composite Reliability and Cronbach's Alpha values for all constructs are above 0.70. Therefore, it can be concluded that the research variables demonstrate a high level of accuracy in determining their status as research variables because they are proven to be reliable or highly trustworthy. The next test is to test discriminant validity using the factor loading, where the criteria that must be met are that the indicator values for each variable have a higher number than the row correlation or collinearity with other variables. The following are the results of the Fornell-Lacker validity test:

Table 3. Fornell-Lacker Validity Test

Variable	Income	Job Security	Job Workload	Job Satisfaction
<i>Income</i>	0.888			
<i>Job Security</i>	0.600	0.800		
<i>Workload</i>	0.540	0.640	0.894	
<i>Job Satisfaction</i>	0.535	0.868	0.637	0.808

Based on Table 3, it can be seen that the Fornell-Larcker values for each variable indicator are greater than the row correlation or correlation with other variables. Therefore, it can be concluded that the constructs of each variable have good discriminant validity or can be considered valid based on the Fornell-Larcker validity.

The next step is to perform a cross-loading test. The cross-loading value also indicates the results of the discriminant validity test. The requirement is met when the cross-loading value of a statement for a particular variable is greater than the correlation value of a statement for another variable. The results of taking the square root of AVE are as follows:

Table 4. Cross Loading – Validity Test

Indicator	Income	Job Security	Job Workload	Job Satisfaction
PD1	0,895	0,614	0,469	0,569
PD2	0,909	0,534	0,469	0,535
PD3	0,917	0,597	0,478	0,579
PD4	0,918	0,546	0,469	0,556
PD5	0,900	0,515	0,478	0,541
PD6	0,878	0,507	0,469	0,482
KK1	0,337	0,827	0,530	0,482
KK2	0,440	0,897	0,515	0,525
KK3	0,420	0,887	0,571	0,575
KK4	0,226	0,930	0,583	0,585
KK5	0,462	0,889	0,617	0,613
KK6	0,412	0,933	0,609	0,624

BK1	0,476	0,492	0,775	0,694
BK2	0,449	0,515	0,802	0,717
BK3	0,498	0,597	0,845	0,710
BK4	0,495	0,487	0,775	0,661
BK5	0,525	0,497	0,835	0,709
BK6	0,457	0,461	0,759	0,635
KJ1	0,451	0,731	0,562	0,837
KJ2	0,500	0,624	0,447	0,784
KJ3	0,450	0,641	0,444	0,778
KJ4	0,525	0,752	0,569	0,831
KJ5	0,463	0,662	0,502	0,797
KJ6	0,479	0,685	0,532	0,793

Based on Table 4, it can be concluded that the cross-loading validity test has met the specified criteria. This can be seen from the cross-loading value for each statement of a variable being higher than the correlation value of the statement with other variables. Therefore, the reliability testing of the research variables can be continued.

The next step is to conduct an HTMT validity test. The Heterotrait–Monotrait Ratio (HTMT) value also indicates the results of the discriminant validity test. The requirement is fulfilled when the values in the table do not exceed 0.90. The results of the HTMT test are as follows:

Table 5. HTMT Validity Test

Variable	Income	Job Security	Job Workload	Job Satisfaction
Income				
Job Security	0.618			
Workload	0.675	0.667		
Job Satisfaction	0.619	0.610	0.669	

Based on Table 5, it can be concluded that the HTMT validity test meets the required criteria. This is indicated by the fact that all values presented in the table are below the threshold of 0.90.

Inner Model Evaluation

The structural model (inner model) is evaluated by examining the coefficient of determination, Q-square, F-square, and significance testing. In SEM analysis, the coefficient of determination is used to assess the extent to which exogenous variables contribute to explaining the endogenous variables. The R-squared value represents the coefficient of determination (R²), which indicates how well the model explains the variation in the endogenous variable. The results of the R-squared test in this study are presented as follows

Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

Table 6. R-Square Test

Variable	R-square	R-square adjusted
Job Security	0,787	0,784
Job Satisfaction	0,811	0,807

Based on Table 6, the R-square value for the Job Security construct is 0.787 (adjusted R-square = 0.784), indicating that 78.7% of the variance in Job Security is explained by Income and Workload, while the remaining variance is influenced by other factors outside the model.

Meanwhile, the Job Satisfaction construct shows an R-square value of 0.811 (adjusted R-square = 0.807), suggesting that 81.1% of the variance in Job Satisfaction is explained by Income, Job Security, and Workload. These results indicate that the proposed model demonstrates strong explanatory power.

The next step is to conduct the Q-square test to evaluate the predictive relevance of the model. A Q-square value greater than zero indicates that the model has adequate predictive relevance. The results of the Q-square test are presented in Table 7.

Table 7. Q-Square Test

Variable	Q ²
Job Satisfaction	0.412

Based on Table 7 above, the Q² value for Job Satisfaction is 0.412. All Q² values are greater than zero, indicating that the model has substantial predictive relevance for the endogenous constructs tested.

Furthermore, the F-square test is conducted to examine the magnitude of the influence of latent predictor variables on the structural model. The effect size can be categorized as very small, small, moderate, or large. The criteria used are as follows: $F^2 < 0.02$ indicates a very small effect, $0.02 \leq F^2 < 0.15$ indicates a small effect, $0.15 \leq F^2 < 0.35$ indicates a moderate effect, and $F^2 \geq 0.35$ indicates a large effect. The results of the F-square test are presented as follows.

Table 8. F-Square Test

Variable	Job Satisfaction
Income	0.350
Job Security	0.383
Workload	0.464

Based on the effect size (f^2) test results, Workload shows an f-square value of 0.464 on Job Satisfaction, which falls into the large effect category. Furthermore, Job Security has an f-square value of 0.383, which is also classified as a large effect. Meanwhile, Income demonstrates an f-square value of 0.350, indicating a large effect on Job Satisfaction.

Referring to the general guidelines, an f-square value ranging from 0.02 to 0.14 is considered a small effect, values between 0.15 and 0.34 represent a medium effect, and values equal to or greater than 0.35 indicate a large effect.

Hypothesis Test

The coefficient value for each path is used to test the proposed hypotheses. The significance level applied in this study is 0.05 or 5 percent. The results of the hypothesis testing are presented as follows:

Table 9. Hypothesis Test

Variabel	Original Sample	T statistics	P values	Result
Income > Job Satisfaction	0,350	4,861	0,000	has a positive and significant effect
Job Security > Job Satisfaction	0,383	5,632	0,000	has a positive and significant effect
Workload > Job Satisfaction	-0,464	5,728	0,000	has a negative and significant effect

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted only among outsourced workers employed by PT. Kreasi Hexa Indonesia who are placed in various client companies across several sectors.

DISCUSSION

This study examines the influence of income, job security, and workload on job satisfaction among outsourced workers at PT. Kreasi Hexa Indonesia. The findings provide empirical evidence that both financial and work-related factors play an important role in shaping employees' job satisfaction within outsourcing work environments. First, the results confirm that income has a positive and significant effect on job satisfaction. This finding indicates that financial compensation remains an important factor in shaping employees' perceptions of their jobs. When employees receive adequate and fair income, they tend to feel more satisfied and motivated in performing their work responsibilities. From a theoretical perspective, this result is consistent with Herzberg's Two-Factor Theory (1959), which states that hygiene factors such as salary or compensation play a crucial role in preventing job dissatisfaction. Although salary is not the only motivational factor, inadequate compensation can significantly reduce employees' satisfaction levels. In the context of outsourced workers, income becomes a particularly sensitive factor because it is directly related to employees' financial well-being. This finding is also consistent with Adams' Equity Theory (1963), which explains that individuals tend to compare the rewards they receive with the contributions they make to the organization. When employees perceive that their income is proportional to their efforts and workload, they are more likely to experience higher job satisfaction. Previous studies such as Judge et al. (2010) and Spector (1997) also confirm that

compensation is positively associated with job satisfaction, although it is not the only determinant. Second, the results indicate that job security has a positive and significant effect on job satisfaction. This finding suggests that a sense of security regarding the continuity of employment plays a major role in shaping employees' satisfaction with their jobs. This result supports Maslow's Hierarchy of Needs Theory (1943), particularly the safety needs level. Job security provides stability that allows individuals to feel more comfortable and confident in performing their tasks. Without a sense of security, employees may experience anxiety and uncertainty about their future, which can negatively affect their job satisfaction. Greenhalgh and Rosenblatt (1984) also argue that job insecurity can reduce employees' motivation and organizational commitment. When employees perceive their employment as unstable, their level of satisfaction tends to decline due to concerns about their future career prospects. Similarly, De Witte (2005) found that job security is positively associated with job satisfaction and employees' psychological well-being. In the context of PT. Kreasi Hexa Indonesia, clarity regarding work contracts and transparent communication about employment continuity become important factors in strengthening employees' sense of security. When employees understand their contract duration and employment prospects clearly, they are more likely to develop positive attitudes toward their jobs.

Third, the results reveal that workload has a negative and significant effect on job satisfaction. This finding indicates that higher levels of workload tend to decrease employees' job satisfaction. Excessive workload may create physical fatigue and psychological stress that reduce employees' comfort and motivation at work. This finding is consistent with the Job Demand-Resources Theory proposed by Bakker and Demerouti (2007), which states that high job demands without adequate resources may lead to work stress and burnout. When employees experience excessive work pressure, their ability to maintain positive attitudes toward their jobs tends to decline. Robbins and Judge (2017) also emphasize that excessive workload can create psychological strain and emotional exhaustion, which ultimately reduces job satisfaction. In addition, Sonnentag and Fritz (2015) found that heavy workload is negatively related to job satisfaction because it increases the risk of burnout. Within the outsourcing work system at PT. Kreasi Hexa Indonesia, high workload often arises from operational demands and productivity targets set by client companies. When task distribution is not balanced or employees face continuous work pressure, they may experience fatigue that directly reduces their level of job satisfaction. Overall, the findings of this study highlight the importance of balancing financial compensation, employment stability, and workload management in improving job satisfaction among outsourced workers. Organizations must ensure fair income systems, clear employment arrangements, and balanced workload distribution to maintain employees' satisfaction and organizational performance.

CONCLUSION

This study examines the influence of income, job security, and workload on job satisfaction among outsourced workers at PT. Kreasi Hexa Indonesia. The results indicate that income and job security have a positive and significant effect on job satisfaction, suggesting that fair compensation and employment stability play important roles in shaping employees' satisfaction with their work. In contrast, workload has a negative and significant effect on job satisfaction, indicating that excessive work demands may reduce employees' motivation and overall satisfaction. Overall, the findings highlight that job satisfaction among outsourced workers is influenced not only by financial factors but also by employment stability and working conditions. Therefore, outsourcing companies should implement fair compensation policies, ensure clearer employment arrangements, and manage workload

more effectively. These strategies are important for improving employee satisfaction, maintaining workforce stability, and supporting sustainable organizational performance.

RECOMMENDATIONS

Based on the findings of this study, several managerial implications can be proposed for PT. Kreasi Hexa Indonesia. The company should evaluate and improve its compensation system to ensure that wages for outsourced workers are transparent, competitive, and aligned with industry standards and workload responsibilities. In addition, performance-based incentives may be implemented to enhance employee motivation and strengthen perceptions of fairness in the compensation system. The company should also improve the clarity of employment contracts and provide transparent information regarding contract duration and opportunities for renewal in order to increase employees' sense of job security. Furthermore, effective workload management is essential to prevent excessive work pressure by ensuring proportional task distribution and appropriate working hours. By managing income, job security, and workload in an integrated manner, the company can improve employee satisfaction, strengthen workforce loyalty, and maintain long-term operational stability.

RESEARCH LIMITATIONS

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted only among outsourced workers managed by PT. Kreasi Hexa Indonesia, which may limit the generalizability of the results to other outsourcing companies or industries. Second, the study focused on three main variables—income, job security, and workload—in explaining job satisfaction, while other potential determinants of job satisfaction were not included in the model. Third, the data were collected using a quantitative survey approach, which may not fully capture the deeper perceptions and experiences of outsourced workers regarding their working conditions.

FUTURE RESEARCH

Future research is recommended to expand the scope of variables that may influence job satisfaction among outsourced workers, such as leadership style, organizational culture, work environment, and employee motivation, in order to provide a more comprehensive understanding of the determinants of job satisfaction. In addition, future studies may adopt mixed-method approaches that combine quantitative and qualitative methods to obtain deeper insights into employees' experiences and perceptions. Expanding the research context to include other outsourcing companies or different industry sectors would also enhance the generalizability of the findings and contribute to a broader understanding of human resource management practices in outsourcing employment systems.

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Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

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Income, Job Security, and Workload as Determinants of Job Satisfaction among Outsourced Employees

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