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Effect of Job Environmental, Job Loads and Compensation to Job Satisfaction and Implications on Turnover Intentions in Manufacturing Company

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Abstract

Research aims: The reason for this exploration was to decide the impact of occupation climate, work burden, remuneration and occupation fulfillment to some extent and all the while to the turnover expectations of agreement representatives.

Design/Methodology/Approach: The populace in this exploration added up to 13,619 with an example of 295 respondents contract workers at assembling organizations in Karawang regime and strategy utilized in this examination is engaging and illustrative study, the information investigation technique utilized is SEM (Structural Equation Modeling).

Research findings: In view of the consequences of the examination, the discoveries are as per the following: position climate, work load, while the gig fulfillment factor has a worth of 52% which has been contributed by the remuneration factor. To some degree work load adversely affects work fulfillment while pay meaningfully affects work fulfillment. work climate, work burden, remuneration and occupation fulfillment. In light of examination results that the turnover expectations factor has a worth of 72% which is impacted by variables of the workplace, responsibility, remuneration, and occupation fulfillment essentially and at the same time. Independently, work climate, remuneration and occupation fulfillment adversely influence the turnover goals and occupation fulfillment is most predominant in impacting turnover expectations. The outcomes likewise show that work fulfillment is a full-interceding variable because of occupation climate, work burden, and remuneration for turnover goals.

Theoretical contribution/ Originality: The study give contribution to growth job environmental, job loads, compensation, job satisfaction and turnover intentions employees of literature.

Practitioner/Policy implication: The administrative ramifications of the aftereffects of this exploration are that the turnover goals of agreement representatives in the assembling organization, particularly on the stopping of agreement workers, can be diminished assuming the assembling organization can increment work fulfillment reflected by the award aspect as per the assumptions for the agreement worker, work fulfillment will increment assuming the assembling organization can increment remuneration reflected by the immediate pay aspect and upheld by the reduction in work load reflected by the elements of mental necessities and further developing the work climate reflected by the non-actual workplace.

Research limitation/Implication: The consequences of this study may likewise be led on organizations, foundations or government offices, state-claimed or other confidential undertakings both at the common and public levels.

Keywords: Work Environment; Workload; Compensation; Job Satisfaction; Turnover Intentions

Introduction

In the time of globalization and the requests of the present tight business rivalry, the organization is expected to endeavor to further develop business execution through successful and effective authoritative administration. One of the efforts made by companies today is to hire employees in the contract work bond seems to be a trend or model for companies both state-owned and private companies, this is a lot happening to manufacturing companies in Karawang regency.

With the legality of Law 13/2003 and Decree of The Minister of Man Power and Transmigration no. 220/MEN/X/2004 and the high demand for contract labor services. Based on data on Data Center and Employment Information (2015) until 2015 in Indonesia there are 182,724 contract workers (PTWA). Meanwhile, based on data of West Java Provincial Department of Manpower and Transmigration (2015) until 2015 in West Java, there were 59,652 contract workers (PKWT) of PWKT. Contract workers are still based on data of West Java Provincial Office of Manpower and Transmigration (2015), the largest labor contract in Karawang regency reaching 26,933 workers, followed by Bogor Regency as many as 6,508 workers, Cimahi City 5,808 workers, and Bekasi City 4,708 workers. The largest number of contract workers in Karawang regency is almost 50% absorbed by manufacturing companies, with contract labor growth rate in the last four years (2012-2015) in manufacturing industry in Karawang regency which reaches an average of 15.30% per year. Based on the department of man power and transmigration on the Three Regencies in West Java Province (Karawang Regency, Bekasi Regency and Purwakarta Regency) which is the central of manufacturing industry, in the period of four years (2012-2015) shows the turnover rate of contract labor of the manufacturing company annually shows the relative turnover high. Karawang regency has the highest average turnover rate every year which reaches an average of 19.15%, next is Bekasi Regency which reaches an average of 17.63% per year, while Purwakarta Regency with average turnover rate reaches 12.75% per year.

We led a pre-study in 2016 with respect to provisional laborers for assembling organizations in Karawang Rule in regards to the peculiarity of high turnover goals among 50 provisional laborers of the assembling organization, showing that provisional laborers want to stop most positions by the longing to land new positions (12%) the craving to get a superior position, for example, need of provisional laborers to get a superior position (12%) and get a superior compensation/pay (21%). Essentially, the craving of provisional laborers to land better position status (14%) and longing for additional difficult positions (10%).

Mbah and Ikemefuna (2012) stated through the results of his research that in particular job satisfaction reduces turnover intention. Then the consequences of exploration from Samad (2006) closed the consequences of his examination that segment factors, work qualities and occupation fulfillment have a huge commitment and adversely influence the turnover expectations. In light of these two assertions, the elevated degree of turnover aims of agreement producing organization workers in Karawang rule is purportedly because of the absence of occupation fulfillment of agreement representatives. This is

seen in the data of Five Firms in Karawang regency (2016) regarding attendance rate and late Employee contracts showing employee dissatisfaction, during 2015 the average employee attendance only reached 84.33% per month and employee delay reached an average of 33.33% per month. Another indication of the low satisfaction or dissatisfaction of contract employees in manufacturing companies in Karawang regency is based on preliminary survey results (2016) indicating that contract workers' dissatisfaction with the work itself such as dissatisfaction over the job (16%) and dissatisfaction with work giving opportunity to grow (12%). In addition, the contractor's dissatisfaction with the benefits given by the company is still not felt as expected by the contract workers (10%). Similarly, the high discontent of contract workers based on the survey results is on the high dissatisfaction of contract workers to their colleagues, both on dissatisfaction with colleagues in solving problems and understanding of peer complaints (10%), and dissatisfaction with colleagues who want to share knowledge (11%).

Agyeman and Ponniah (2014) through his exploration results expressed that rising position fulfillment, giving a decent workplace and profession improvement potential open doors, expanding acknowledgment and prizes are a few methodologies that can assist with limiting turnover rates. Then, at that point, the aftereffects of examination from Misra et al. (2013) express that the free factors of money (essential compensation, paying administrations, motivating forces, rewards), non-monetary prizes, benefits, distributive and procedural impact on work fulfillment turn affects turnover goals. The two outcomes demonstrate that high turnover aims of agreement producing organization workers in Karawang rule purportedly brought about by the still low pay got by contract representatives. This is demonstrated in view of the consequences of exploration led by AKATIGA, FSPMI, and FES (Tjandraningsih et al., 2010) in 3 Regions on 7 Areas/Metropolitan unequivocally specifically Riau Islands Territory in Batam City, West Java Area in Bekasi and Karawang and East Java Region in Surabaya, Sidoarjo, Mojokerto and Pasuruan. The study found a social gap in the form of wage distinction between permanent workers, contracts. Although contract workers do the same type of work in the same place and work hours, the wages earned by both groups are lower than wages received by permanent employees. In addition to the social gap between the wages of permanent employees and contract employees, the low compensation of contract manufacturing employees is also indicated by the lack of welfare of contract employees. The consequences of the contract labor system have directly reduced the rights of the workers, primarily concerning various benefits, social security and work security. The fact that there is no employee welfare, such as excessive working hours, unpaid overtime, prohibition of leave.

In 2016, the compensation received by contract employees was relatively low at five manufacturing companies in Karawang regency. Based on the results of observation shows that still not appropriate direct compensation is received by employee equal to 62%, indirect compensation received by Contract employee is still not feasible (75%) Ali et al. (2015) through the consequences of his examination expressed that the exactness in finding a new line of work builds the aim of representatives to leave the association assuming that it has a feeble framework to hold its workers. Moreover, workers with more significant levels of mental possession might remain for longer periods with the

association. So in light of the portrayal, the elevated degree of turnover goals of agreement producing organization representatives in Karawang regime purportedly brought about by the still high responsibility of the agreement workers. This depends on fundamental review information from the scientists (2016) which shows that 78% of representatives feel that their responsibility doesn't match the requests of the gig. Nonetheless, some of them actually consider the honor got not as per the responsibility (65%). Besides, Widayati et al (2020) have been say that is not less important that the harmony between employees and security will affect to remain loyal in the work, so otherwise less conducive work environment will affect the desire of employees to move.

In view of the consequences of this review, the elevated degree of turnover expectations contract representatives in Karawang rule purportedly because of unfortunate workplace. This is based on preliminary survey data of researchers (2016), although 56% of employees recognize the environment is conducive, but the environment is still less supportive in the implementation of work (63%) and employees feel the work environment is less conducive to both contract and non contract (60%).

Based on the above background, we have found a gap between theory and facts in the field, for example, in many companies in West Java, especially in the districts of Karawang, Bekasi, and Purwarkarta, where every company still recruits workers with a contract system and of course support by the government through regulations on manpower and transmigration. Actually, based on theoretical concepts and survey results in the field, the results are that every worker does not like the contract work system. one part of the theory that is the reference in this research by Siagian (2004), different variables impact the craving of representatives to leave the association, among others, the high responsibility in the organization, low worker fulfillment, and absence of representative obligation to give all capacities for the progression of the organization.

Based on the identification of the problems, the formulation of the problem and purpose of this research is to know and analyze as follows:

1. The Effect of work environment on job satisfaction of contract employee at a manufacturing company in The Karawang district.
2. The Effect of workload on job satisfaction of contract employee at a manufacturing company in The Karawang district.
3. The Effect of compensation on job satisfaction of contract employee at a manufacturing company in The Karawang district.
4. The Effect of work environment, workload, and compensation simultaneously to job satisfaction of contract employee at a manufacturing company in The Karawang district.
5. The Effect of work environment on turnover intentions of contract employees at a manufacturing companies in The Karawang district.
6. The Effect of workload on employee turnover intentions at a manufacturing companies in The Karawang district.
7. The Effect of compensation on the turnover intentions of contract employees at a manufacturing companies in The Karawang district.
8. The effect of job satisfaction on the turnover intentions of contract employees at a

manufacturing companies in The Karawang district.

9. The Effect of work environment, workload, compensation and job satisfaction simultaneously to the turnover intentions of contract employees at a manufacturing companies in The Karawang district.

Literature Review and Hypotheses Development

Job Environment

Sutrisno (2009) Occupation climate is the general offices and framework that exist around representatives who are taking care of business that can influence the execution of work. The workplace incorporates work environment, offices and work helps, neatness, lighting, quietness, as well as the functioning connections between individuals nearby. Sunyoto (2015) Occupation climate is a vital part when representatives perform work exercises. By focusing on a decent work space or making working circumstances that can give inspiration to work, it will significantly affect representative execution in work. Agreeing Sedarmayanti (2006), the layout of the kind of Occupation climate is partitioned into two, in particular:

- 1) Physical Workplace, are actual conditions that exist around the working environment that can influence representatives either straightforwardly or in a roundabout way. The actual workplace can be separated into two classes:
 - a) Environment straightforwardly connected with representatives, for example, work focuses, seats, tables.
 - b) Boycott delegate climate or general climate may likewise be known as a workplace that influences the human condition, for instance: temperature, dampness, air course, lighting, commotion, mechanical vibration, smell, and variety
- 2) Non-Actual Workplace, are conditions that happen connecting with the relationship work, the two associations with bosses or associations with partners or associations with subordinates

Workload

Morrill et al. (2010) recommends that the responsibility is an inordinate responsibility brought about by work prerequisites that surpass as far as possible, or at least, an individual needs to do a great deal of work and finish it inside a specific period, or the length of working time that makes the body or soul not be able to bear the weight. While Kang et al. (2012) partition the Responsibility into subjective jobs as representatives who feel inadequate capacity to finish work and quantitative jobs as inordinate measures of work. The Public Air transportation and Space Organization Errand Burden List (NASA-TLX) strategy, which is the technique for responsibility examination looked by an individual who should perform exercises with multi-faceted emotional estimations that can be utilized in the genuine climate (Tarwaka, 2011). In NASA-TLX responsibility comprises of six aspects, to be specific:

- 1) Mental interest, is a requests of mental action and perceptual required in finishing the task.
- 2) Physical interest, is an actual power to follow through with the task
- 3) Temporal interest, is the time expected to follow through with the task
- 4) Performance, is an outcome in getting done with a task or arrive at a foreordained objective
- 5) Amount of input, is the degree of mental and actual strength that is given to accomplish the ideal work.
- 6) Level of frustration, is the level of sense of insecurity, despair, offense, stress and disturbed compared with feelings of security, satisfaction, fit, comfort, and satisfaction felt during work.

Compensation

Valet (2023), Pay is an effort from the company to workers as integral drivers of employees as motivation, work performance, and commitment. Beside, Sunyoto (2008), pay is characterized as all types of return or monetary returns, substantial administrations, and targets got by representatives as from a business relationship. Compensation means not only organizational intrinsic rewards such as recognition, opportunities for promotion, and more challenging employment opportunities. While the term salary and wage administration is usually defined as limited to the money-shaped rewards given to employees. While Veithzal and Sagala (2004), remuneration is something that workers get in lieu of their administration commitment to the organization. Agreeing Wibowo (2007), the motivation behind pay the board is to assist associations with making vital progress while guaranteeing inner and outside equity. Inside equity guarantees that places that are seriously difficult or better qualified individuals in associations are paid higher. Outer equity the executives that work gets remuneration genuinely in examination with a similar work in the work market. Wibowo (2007) saw from the approach to giving, pay can be immediate remuneration and circuitous pay. Direct pay is an administration remuneration like wages and pay rates or pay for execution, for example, impetuses and gain sharing. While circuitous remuneration might be an advantage or assurance of safety and well being. Remuneration can happen with next to no connection to accomplishment, like wages and pay rates. Compensation will be remuneration as cash paid throughout the time previously spent while the compensation, will be pay as cash paid for the arrival of obligation regarding the work. Compensation are utilized to repay less-gifted laborers, while talented specialists are normally utilized for pay.

Job Satisfaction

Newstrom and Davis (1997), job satisfaction is something of pleasure or non-affection for the job he chooses and this satisfaction is dynamic or fluid. In addition, Shabane et al. (2022), Positive values regarding creativity, motivation, and teamwork will be owned by employees if job satisfaction is created by human resource management policies and practiced in the organization. Job satisfaction felt by employees basically can not be separated from things that are extrinsic and intrinsic. The extrinsic nature is something

that is attached to aspects of work such as salary, pension, insurance, and others. While things that are intrinsic such as responsibility, skills, and ability to help employees and others (Guoba et al., 2022., Haider et al., 2015).

Turnover Intentions

Traditional turnover theory (Ladelsky & Lee, 2022; Griffeth et al., 2000., Mobley et al., 1979) suggests that changing jobs (whether intended or actual) derives from the classic "cost/benefit" analysis, in which individuals expect the rewards they receive to exceed the costs. Callado et al (2023) state that Turnover intention is a predictor of the decision to leave an organization, which, if carried out, affects the quality of care provided. The issue of employee turnover is considered as one of the global obstacles for organisations worldwide, which directly and adversely affects strategic plans and opportunities of gaining competitive advantages. (Kanchana & Jayathilaka, 2023) While Siagian (2004), different elements that impact the craving of representatives to leave the association remember the high responsibility for the organization, the low fulfillment of workers and the absence of obligation to the representatives to give all the capacity to the organization's advancement.

Oetomo (2006), the desire to exit can be influenced by two factors, namely: 1) Organization, organizational factors that can cause employee's desire to come out among other things in the form of wages/ salary, work environment, workload, promotion, inflexible working hours; 2) Individuals, individual factors that can cause the employee's desire to go out, among others in the form of education, age, and marital status. While Veithzal and Sagala (2004), a portion of the qualities of the work that might influence the readiness of a task change are 1) Responsibility, is something that emerges from the collaboration between task requests, workplace where it is utilized as a working environment, abilities, conduct, and view of work; 2) Span of business, representatives who need to move out of the working environment because of long work, where the first assumptions for the work are not quite the same as the truth; 3) Social help, is a relationship of common assistance to take care of issues connected with work either straightforwardly or by implication. Oppressed representatives might encounter disappointment, stress in work so horrible showing, and other high effects of work non-attendance, the longing to relocate even to quit working; 4) Pay, as any type of remuneration offered to representatives as a trade off for their commitments to the association. Remuneration has a vital significance since pay mirrors the association's endeavors in keeping up with and working on the government assistance of its representatives. Deficient remuneration will bring about worker turnover aims.

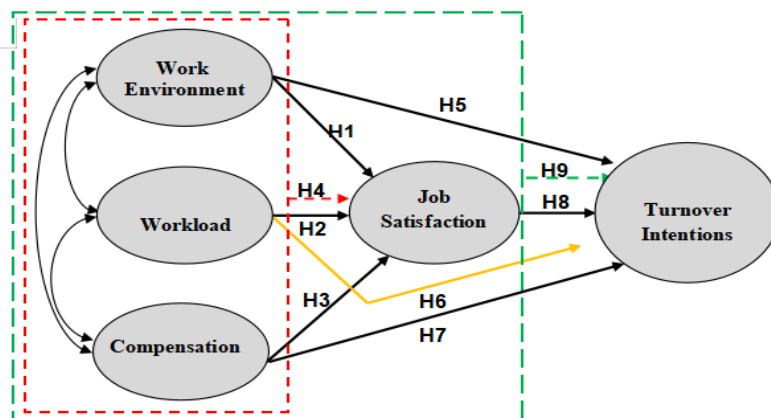


Figure 1 Framework

Hypotheses

Reasons for building several hypotheses in this study are of course based on the data above about phenomena, empirical data, or theories, there are allegations about the high level of turnover intention of contract employees due to employee dissatisfaction in the company, for example, low salaries, high jobs so we have to find the following factors: factors that seek solutions above such as Work Environment, Workload, and Compensation that employees get. the research hypothesis can be described as follows:

H₁: *There is a positive effect of work environment on job satisfaction Contract employee at a manufacturing company in Karawang regency.*

H₂: *There is a negative effect of workload on job satisfaction Contract employee at a manufacturing company in Karawang regency.*

H₃: *There is a positive effect of compensation on job satisfaction Contract employee at a manufacturing company in Karawang regency.*

H₄: *There is a positive effect of work environment, workload, and compensation, simultaneously on job satisfaction Contract employee at a manufacturing company in Karawang regency.*

H₅: *There is a negative effect of work environment on Turnover Intentions Contract employee at a manufacturing company in Karawang regency.*

H₆: *There is a positive effect of workload on Turnover Intentions Contract employee at a manufacturing company in Karawang regency.*

H₇: *There is a negative effect of compensation on Turnover Intentions Contract employee at a manufacturing company in Karawang regency.*

H₈: There is a negative effect of job satisfaction on Turnover Intentions Contract employee at a manufacturing company in Karawang regency.

H₉: There is a positive effect of work environment, workload, compensation, and job satisfaction collectively towards Turnover Intentions Contract employee at a manufacturing company in Karawang regency.

Research Methods

Concerning this examination technique is elucidating and confirmation. The examination directed expects to get an outline of the attributes of workplace factors, responsibility, pay, work fulfillment, and turnover aims. The idea of the check research essentially needs to test the reality of a speculation brought out through information assortment in the field, which in this review will look at the impact of workplace, responsibility, and pay to work fulfillment and its suggestions on representative turnover expectations Agreement Organization in Karawang rule West Java. The examination technique utilized is the overview strategy and illustrative review strategy. The kind of examination in this study is causality. The unit of examination in this study is the individual, to be specific the representatives of the Agreement Assembling Organization in Karawang regime West Java Territory. Time skyline in this study is cross-sectional, that is data from some populace (respondent example) is gathered straightforwardly from the area observationally, with the mean to know the assessment of a populace to the item under study. To get insight information of respondent's reactions connected with research factors, then, at that point, every variable organized aspects, which then operationalized to the markers. The functional exploration factors are as per the following:

- 1) Work Climate (ξ_1) as free factor, estimated by two aspects and 13 pointers.
- 2) Workload (ξ_2) as free factor, estimated with six aspects and 14 pointers.
- 3) Compensation (ξ_3) as free factors, estimated by two aspects and 9 pointers.
- 4) Job Fulfillment (η_1) as interceding factors, estimated by four aspects and 11 pointers.
- 5) Turnover Expectations (η_2) as reliant variable, estimated by three aspects and 12 pointers

The populace in this study were provisional laborers at the Assembling Organization in the five biggest modern regions in Karawang regime which added up to 262 Assembling organizations with total Employees 13,619 Employees. The sample determination step is 1) determine the sample company by using the formula Slovin (Sevilla et al., 2007) obtained a sample company of 73 companies; 2) With respect to dependable guideline in SEM, Hair et al. (1998), in this study utilized an examination of 5:1, in this study has 59 boundaries (pointer), then, at that point, the base example size is 295 respondents. The examining strategy utilized in this study is to involve likelihood testing by giving equivalent open doors to every component (representative) in the populace to be chosen as an example through a relative irregular examining procedure. (Sugiyono, 2013). Therefore, based on proportionate random sampling technique, this research sampling frame is Karawang International Industrial City (KIIC) with 24 samples of company with 97

employees as respondents; Mitra Karawang area (KIM) with a sample of 19 companies with 75 employees as respondents; Bukit Indah City with a sample of 14 companies with 56 employees as respondents; Surya Cipta area with sample of 10 companies with 41 employees as respondents; Indotaisei area with a sample of 6 companies with 26 employees as respondents.

The strategy for speculation examination and testing in this review, as per the motivation behind research is to quantify the impact of free factors (workplace, responsibility, and remuneration) to the reliant variable (turnover aims), including mediating variable (work fulfillment). The methodology in demonstrating and the arrangement strategy utilized is utilizing Underlying Condition Model (SEM) technique and with information handling examination apparatuses utilizing Lisrel 8.80 application program. In the SEM examination strategy, measurements on which evaluations are tried exclusively utilizing t test. Through the result of the t-esteem measurable way chart, Lisrel affirms the total experimental outcome t with a test mistake rate set at 5%. Other than separately, SEM likewise tests the proposed model overall, ie through the Decency of Fit Measurements.

Results and Discussion

In view of Table 1 over, the seven similarities got throw a tantrum fit estimation reasonableness list, ie GFI, RMSEA, NNFI, NFI, RFI, IFI and CFI. While one more proportion of similarity has a reasonableness file of the minor fit estimation model, ie AGFI.

Table 1 Model Conformity Test

Indicators GOF	Expected Size	Estimated Results	Conclusion
Absolute Fit Size			
GFI	GFI > 0.90	0.92	<i>Good Fit</i>
RMSEA	RMSEA < 0.08	0.078	<i>Good Fit</i>
Incremental Fit Size			
NNFI	NNFI > 0.90	0.95	<i>Good Fit</i>
NFI	NFI > 0.90	0.95	<i>Good Fit</i>
AGFI	AGFI > 0.90	0.84	<i>Marginal Fit</i>
RFI	RFI > 0.90	0.93	<i>Good Fit</i>
IFI	IFI > 0.90	0.96	<i>Good Fit</i>
CFI	CFI > 0.90	0.96	<i>Good Fit</i>

Source: Results of Treatment with LISREL 8.80, 2017

A full model of the SEM condition utilizing LISREL 8.80 program determines two models, the normalized model and the t-values model, each model as displayed in Figures 2 and 3 beneath:

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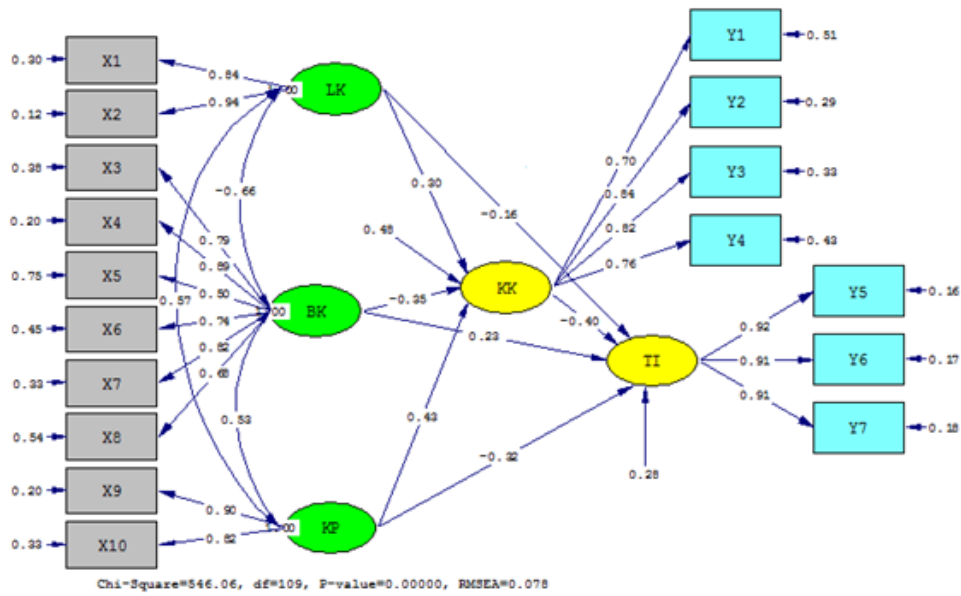


Figure 2 Hybrid Model (Full Model) Standardized

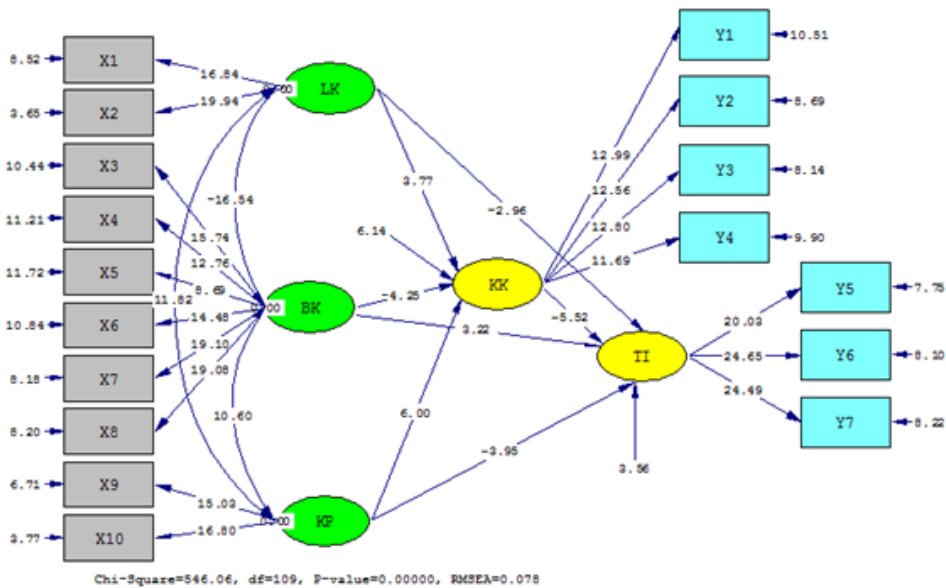


Figure 3 Half and half Model (Full Model) (t-Model)

In light of Figures 2 and 3 over, the following is to dissect the mixture (full model) model of every variable, as displayed in Table 2.

Table 2 Hybrid Model Measurement (Full Model)

<i>Measurement Model</i>		<i>STD.</i>	<i>STD.</i>	<i>t_{value}</i>	<i>Construct</i>	<i>Variance</i>
<i>Latent Variable</i>	<i>Sub Variabel/ Dimensi</i>	<i>Loading factor</i>	<i>Error</i>		<i>Reliability (CR)</i>	<i>Extract (VE)</i>
Work Environment (LK)	Physical environment (X1)	0.84	0.050	16.84	0.970	0.943
	Non physical environment (X2)	0.94	0.047	19.94		
Workload (BK)	Time Needs (X3)	0.79	0.050	15.74	0.985	0.916
	Mental Needs (X4)	0.89	0.070	12.76		
	Physical Needs (X5)	0.50	0.057	8.69		
	Performance (X6)	0.74	0.051	14.48		
	Level of effort (X7)	0.82	0.043	19.10		
Compensarion (KP)	Level of frustration (X8)	0.68	0.036	19.08	0.964	0.930
	Direct Compensation (X9)	0.90	0.060	15.03		
	Indirect Compensation (X10)	0.80	0.049	16.80		
Job Satisfaction (KK)	The work itself (Y1)	0.70	0.054	12.99	0.975	0.907
	Relevant Rewards (Y2)	0.84	0.067	12.56		
	Working Conditions (Y3)	0.82	0.064	12.80		
	Co-workers (Y4)	0.76	0.065	11.69		
Turnover Intentions (TI)	Quitting (Y5)	0.92	0.046	20.03	0.984	0.954
	Better position (Y6)	0.91	0.037	24.65		
	Better job (Y7)	0.91	0.037	24.49		

Note: CR and VE standards are (Hair et al, 1998):

- a. Composite Dependability Measure (CR), or frequently alluded to as unwavering quality, with a CR esteem necessity should be ≥ 0.7 .
- b. Difference Concentrate Measure (VE) or variation extricate, with necessities should have a VE worth of ≥ 0.5 .

Source: Handling Results with LISREL 8.80

Table 3 Structural Equation Model

Structural Equations					
KK = 0.30*LK - 0.35*BK + 0.43*KP, Error var.= 0.48, R² = 0.52					
(0.080)	(0.082)	(0.072)	(0.078)	(0.005)	
3.77	-4.25	6.00	6.14	104.75	
TI = -0.40*KK - 0.16*LK + 0.23*BK - 0.32*KP, Error var.= 0.28, R² = 0.72					
(0.072)	(0.054)	(0.071)	(0.081)	(0.079)	(0.004)
-5.52	-2.96	3.22	-3.95	3.56	184.37
Correlation Matrix of Independent Variables					
	LK	BK	KP		
LK	1.00				
BK	-0.66	1.00			
	(0.04)				
	-16.54				
KP	0.57	0.53	1.00		
	(0.05)	(0.05)			
	11.82	10.60			

In view of the cross breed model estimation examination above shows that every one of the shows (aspects) have Normalized Stacking Component (SLF) ≥ 0.50 and the worth of $|t\text{-value}| \geq 1.96$ (at $\alpha = 0.05$) (Wijanto, 2008), then, at that point, all dormant variable manifestes (exogenous and endogenous) are huge, as such one might say that manifest substantial and dependable in framing idle factors. With the goal that all the manifest in this examination can be dissected further, on the grounds that as of now can frame the idle variable.

In light of Figure 2, Figure 3 and the primary condition model (Table 3) over, the speculation testing is as per the following:

Table 4 Hypothesis testing

Hypothesis	Hypothesis Description	Koef. Jalur/ R^2	$t_{value}/$ F_{value}	$t_{kriteria}/$ $F_{kriteria}$	Statistics Conclusion	
H1	$H_0: \gamma_{11} = 0$	Work Environment does not affect Job Satisfaction	0.30	3.77	1.96	H ₀ is rejected and H _a accepted, that is work environment has a positive and significant impact on job satisfaction
	$H_a: \gamma_{11} \neq 0$					
H2	$H_0: \gamma_{12} = 0$	Workload has no effect on job satisfaction	-0.35	-4.25	1.96	H ₀ is rejected and H _a accepted, that is workload has a negative and significant effect on job satisfaction
	$H_a: \gamma_{12} \neq 0$					
H3	$H_0: \gamma_{13} = 0$	Employee compensation has no effect on job satisfaction	0.43	6.00	1.96	H ₀ is rejected and H _a accepted, that is Employee compensation has a positive and significant impact on job satisfaction
	$H_a: \gamma_{13} \neq 0$					
H4	$H_0: \gamma_{11}; \gamma_{12}; \gamma_{13} = 0$	Work environment, workload, and compensation Employees simultaneously have no effect on job satisfaction	0.52	104.75	3.84	H ₀ is rejected and H _a accepted, meaning work environment, workload, and compensation Employees
	$H_a: \gamma_{11}; \gamma_{12}; \gamma_{13} \neq 0$					

Table 4 Hypothesis testing (cont')

Hypothesis	Hypothesis Description	Koef. Jalur/R ²	t _{value} / F _{value}	t _{kriteria} / F _{kriteria}	Statistics Conclusion
					jointly affect the job satisfaction
H5	H ₀ : $\gamma_{21} = 0$	-0.16	-2.96	1.96	H ₀ is rejected and H _a accepted, meaning that the work environment has a negative and significant effect on turnover intentions
	H _a : $\gamma_{21} \neq 0$				
H6	H ₀ : $\gamma_{22} = 0$	0.23	3.22	1.96	H ₀ is rejected and H _a accepted, meaning that the workload has a positive and significant impact on turnover intentions
	H _a : $\gamma_{22} \neq 0$				
H7	H ₀ : $\gamma_{23} = 0$	-0.32	-3.95	1.96	H ₀ is rejected and H _a accepted, that is Employee compensation has a negative and significant effect on turnover intentions
	H _a : $\gamma_{23} \neq 0$				
H8	H ₀ : $\beta_{21} = 0$	-0.40	-5.52	1.96	H ₀ is rejected and H _a accepted, meaning job satisfaction has a negative and significant effect on turnover intentions
	H _a : $\beta_{21} \neq 0$				
H9	H ₀ : $\gamma_{11}; \gamma_{12}; \gamma_{13}; \beta_{21} = 0$	0.72	184.3 7	3.84	H ₀ is rejected and H _a accepted, meaning work environment, workload, Employee compensation, and job satisfaction together effect on turnover intentions
	H _a : $\gamma_{11}; \gamma_{12}; \gamma_{13}; \beta_{21} \neq 0$				

Source: Consequences of Information Handling, 2017 (LISREL 8.80, t-models = 1.96; F-measures = 3.84) From the after effects of speculation testing over, the major immediate and circuitous impact of workplace, responsibility, and remuneration on turnover aims of representative through work fulfillment on Agreement Representatives at assembling organizations in Karawang rule are as per the following:

Table 5 Direct and Indirect Effects on Turnover Intentions

Effect	Direct (D)	Indirect Through Job Satisfaction (ID)	Conclusion
Work Environment → Turnover Intentions	$(-0.16)^2 = 0.0256$	$(0.30 \times -0.40) = -0.120$	D < ID
Workload → Turnover Intentions	$(0.23)^2 = 0.0529$	$(-0.35 \times -0.40) = 0.140$	D < ID
Compensation → Turnover Intentions	$(-0.32)^2 = 0.1024$	$(0.43 \times -0.40) = -0.172$	D < ID

Immediate and aberrant impact of Workplace on Turnover Expectations through Occupation Fulfillment

The direct effect of the work environment on turnover intentions is $(-0.16)^2 = 0.0256$, while the indirect effect of working environment on turnover intentions through job satisfaction is $0.30 \times -0.40 = -0.12$. This shows that the work environment can reduce turnover intentions either directly or indirectly through job satisfaction, but indirect influence is more dominant. So the Turnover Intentions on Contract Employees at manufacturing companies in Karawang regency West Java Province will be more decreased if the working environment owned Contract employee in Karawang regency West Java Province can improve employee job satisfaction. So on the influence of work environment on turnover intentions, job satisfaction variable is the mediating variable. It is clear that the work environment is only a facility or situation and condition where employees perform work, for example dealing with equipment, people, and others, of course, cannot prevent high turnover of work contracts. This is in accordance with the opinion of Sutrisno (2009) which says that the workplace is the whole office and framework that is around representatives who are taking care of business that can influence the execution of the work. The workplace incorporates the working environment, offices and work helps, neatness, lighting, peacefulness, and working connections between individuals in the workplace

The immediate and circuitous impact of Occupation load on Turnover Expectations through Occupation Fulfillment

The immediate impact of occupation load on turnover expectations is $(-0.23)^2 = 0.0529$, while the circuitous impact of occupation load on turnover aims through work fulfillment is $-0.35 \times -0.40 = 0.14$. This shows that the work burden can diminish turnover expectations either straightforwardly or by implication through work fulfillment, yet roundabout impact is more prevailing. So Turnover Goals on Agreement Representatives in Karawang rule West Java Territory will be more diminished assuming the responsibility Agreement worker in Karawang regime of West Java Area can further develop representative work fulfillment. So because of occupation load on turnover expectations, work fulfillment variable is an intervening variable. job load occurs when demand exceeds the ability of employees and high expectations in a short time given to employees, for example, a working system based on targets that must be met, sometimes employees get jobs that are not in accordance with their abilities and skills. owned by the employee. this fits that workload refers to the intensity of work assignments. (Shah et al., 2011).

Immediate and Circuitous Impact of Workers' Remuneration to Turnover Goals through Occupation Fulfillment

The immediate impact of worker remuneration on turnover expectations is $(-0.32)^2 = 0.1024$, while roundabout representative pay impact on turnover goals through work fulfillment is $0.43 \times -0.40 = -0.172$. This shows that Worker pay can diminish turnover expectations either straightforwardly or by implication through work fulfillment, however backhanded impact is more predominant. With the goal that turnover expectations on agreement workers in Karawang regime of West Java Area will diminish further if the pay Representatives who claimed agreement workers in Karawang rule West Java Territory can further develop worker work fulfillment. So because of representative remuneration to turnover goals, work fulfillment variable is an interceding variable. this fits that Wibowo (2007) saw from the approach to giving, pay can be immediate remuneration and circuitous pay. like wages and pay rates or pay for execution, for example, motivations and gain sharing or might be an advantage or assurance of safety and wellbeing. That all obviously can influence work fulfillment so turnover goals can be cut off.

Alluding to the aftereffect of the above examination, the work fulfillment variable in this exploration is the full interceding variable because of workplace, responsibility, and remuneration to the turnover goals of agreement representatives at the assembling organization in Karawang regime, West Java Area

Conclusion

Work climate, Occupation Burden, and representative remuneration all the while affect work fulfillment of agreement worker at assembling organization in Karawang regime of West Java Area with assurance coefficient esteem (R^2) of 52%, it shows that 52% variable fulfillment work can be made sense of at the same time by workplace factors, responsibility and representative pay. Employee compensation variables reflected by direct compensation dimensions, especially on indicators of salary / wage earning levels, are the most dominant variables in increasing job satisfaction that are reflected in the appropriate dimensions of rewards.

Work climate, work burden, and representative pay, and occupation fulfillment all the while affect the turnover expectations of agreement workers at the organization in Karawang rule, West Java Area with the coefficient of assurance (R^2) of 72%, it demonstrates the way that 72% variable turnover goals can be made sense of at the same time by workplace factors, responsibility, worker pay and occupation fulfillment. Work fulfillment factors reflected with suitable elements of remuneration, particularly on marks of pay scale that can address the issues of life is somewhat the most predominant variable in lessening the turnover expectations are reflected by the components of stopping with pointers due to the gig climate. The significant finding of this end is that other than being the most predominant variable, work fulfillment factors likewise act as full-intervening factors in interceding position climate factors, work burden and representative

remuneration in expanding representative turnover aims in assembling organizations in Karawang rule, West Java Area.

Theoretical Implications

In view of the consequences of the above research, the hypothetical ramifications is that the turnover expectations of agreement representatives at the Assembling Organization in Karawang regime West Java Area, particularly on the elements of stopping will actually want to diminish assuming the Assembling Organization can further develop representative work fulfillment particularly on the fitting components of remuneration, where work fulfillment workers will increment assuming the Assembling Organization can increment worker pay, particularly in the immediate pay aspect, and is upheld by further developing the workplace particularly in the non-actual climate aspect and furthermore upheld by bringing down the responsibility of workers, particularly on the elements of the weight of representatives on mental requirements.

Managerial Implications

That's what the outcomes showed assuming that the workplace with non-actual climate, the responsibility with the psychological necessities and pay of representatives with direct remuneration claimed can be assembled and cooperative energy giving a positive and huge effect on the increment of occupation fulfillment, particularly in the fitting prizes on agreement workers Karawang regime, West Java Province will be capable. In light of these discoveries, administrative ramifications can be applied to improve worker work fulfillment by expanding representative remuneration by focusing on the most predominant element of direct pay aspect, so that assembling organization in Karawang rule ought to have the option to increment compensation/wage sum got by representative, appropriateness of cash additional time got by representatives, and how much cash transportation got by representatives.

The consequence of the examination additionally shows that assuming the workplace with non-actual climate, responsibility with mental prerequisite, worker remuneration with direct pay, and occupation fulfillment with proper element of remuneration possessed by representatives can be joined together and cooperative energy it will actually want to give positive and huge impact to the reduction turnover aims fundamentally in the downfall of stopping contract representatives at assembling firms in Karawang regime of West Java Area. In light of these discoveries, administrative ramifications that can be applied by Assembling Organizations in Karawang rule to lessen worker turnover aims by expanding representative work fulfillment by focusing on the most predominant aspect that is the element of remunerations as per the assumptions for workers, so that Assembling Organizations in Karawang regime ought to be capable increment worker work fulfillment above particularly on compensation that can satisfy prerequisite of life. Notwithstanding pay rates that can address the issues of life, representative work fulfillment to be improved resembles fulfillment over the gig given, work as per worker abilities, occupations that give amazing open doors to workers to develop, fulfillment at partners in taking care of issues and able to share information.

Managerial Suggest

In view of the consequences of exploration and conversation it very well may be introduced ideas for administrative as follows. (1) Increased work fulfillment is all the while impacted by workplace, responsibility, and pay with a commitment of 52%. Without ignoring the enhancements for this multitude of factors, the focal point of consideration (need) ought to be more coordinated to working fair and square of remuneration of agreement representatives, ie on the immediate pay aspect of the compensation/compensation got by the agreement worker, how much transportation cash got, and the relating pace of extra time pay got by contract workers. (2) The diminishing in turnover expectations is at the same time impacted by workplace, responsibility, pay, and occupation fulfillment with a commitment of 72%. Without ignoring the improvement for these factors, the focal point of consideration (need) ought to be more coordinated to further developing position fulfillment, ie on the elements of advantages that fit the assumptions for representatives as compensation that can address the issues of life.

Suggestions for Further Research

(1) In this review, the work space variable is the moderately littlest variable of impact on turnover expectations on agreement representatives at assembling organizations in Karawang regime, West Java Territory, so that workplace factors are recommended to be incorporated into ensuing examination on various exploration objects. (2) On work fulfillment variable there is commitment of impact from workplace variable, responsibility and representative pay equivalent to 52%, for that to 48% proposed to be directed further exploration by entering other variable like authority variable, vocation improvement, and hierarchical culture. So that normal commitment impact on work fulfillment of agreement representative in Karawang rule West Java Territory can be greater once more. (3) On turnover intentions variables there is contribution of influence from work environment variable, work load, compensation and job satisfaction equal to 72%, for that to 28% suggested to conducted further research by entering other variables, such as leadership variable, career development, organizational culture , and organizational commitment. So, it is hoped that the contribution of influence to turnover intentions on contract employee manufacture employee in Karawang regency West Java Province can be even greater. (4) This research involves work fulfillment variable as the moderate variable, so for the following examination it will be feasible to deliver various discoveries while utilizing different factors, for example, work inspiration variable, representative trust, and hierarchical responsibility as interceding variable. (5) The consequences of this study may likewise be directed on organizations, establishments or government organizations, state-claimed or other confidential ventures both at the common and public levels.

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