

# Beyond the Salary: Effects of Compensation, Non-Physical Work Environment, and Job Satisfaction at Universitas Majalengka

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## Abstract

**Purpose:** This study aimed to investigate the effects of compensation, non-physical work environment, and job satisfaction on employee retention among educators. By analyzing these variables, this study seeks to identify the main factors that encourage administrative staff in higher education to remain committed to their institutions.

**Research Methodology:** This study used a quantitative approach with a case study design. Data were collected using structured questionnaires distributed to the educators at Majalengka University. The sampling technique used was saturated sampling, data were analyzed using multiple linear regression to determine the direct effect of independent variables on employee retention

**Results:** The findings indicate that compensation does not significantly affect employee retention ( $\beta = -0.055$ ;  $p = 0.438$ ). Conversely, the non-physical work environment ( $\beta = 0.204$ ;  $p = 0.012$ ) and job satisfaction ( $\beta = 0.302$ ;  $p < 0.001$ ) had significant positive effects on employee retention. The model explains 61.6% of the variance in employee retention ( $R^2 = 0.616$ ), indicating a strong explanatory power.

**Conclusions:** The study concludes that non-financial factors, particularly the psychological work environment and job satisfaction, play a more dominant role than compensation in retaining educational personnel in higher-education institutions.

**Limitations:** This study is limited to a single university context and uses cross-sectional data, which may restrict generalization and causal interpretations.

**Contributions:** This study contributes to the human resource management literature by providing empirical evidence of the importance of psychosocial workplace factors in strengthening employee retention strategies in higher education institutions.

**Keywords:** *Compensation, Employee Retention, Higher Education Management, Job Satisfaction, Non-Physical Work Environment*

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## 1. Introduction

The phenomenon of employee retention in Indonesia shows a concerning trend, characterized by high turnover and low retention, particularly in the post-COVID-19 era. Employee turnover has increased drastically since 2020, with a rise of up to 15% in the technology, finance, education, and manufacturing sectors alone. This shift was driven by the global "Great Resignation," in which employees sought new opportunities. In the education sector, retention challenges are complex due to budget constraints, which impact the entire organization, especially the welfare of the educational personnel. According to [BPS](#)

(2024), the turnover rate for administrative staff in the education sector reached 12.7% per year, primarily due to low compensation, high workload, and a lack of recognition for achievements. This is further supported by [Jobstreet \(2022\)](#), which revealed that 72% of education sector employees in Indonesia considered changing jobs due to uncompetitive compensation compared to the private sector.

Between 2021 and 2023, government policies such as teacher certification programs and minimum wage increases via the *Aparatur Sipil Negara (ASN)* Law served as drivers of improved retention in higher education ([BPS, 2023](#)). Positive retention trends have also emerged through private initiatives and public-private collaborations, such as digital training and mental health support, which helped reduce turnover among support staff in vocational institutions by up to 25% in West Java. Nevertheless, the national average turnover remains at approximately 18% per year, necessitating further intervention. The service quality and operational efficiency of a university depend heavily on its ability to retain competent staff; losing them disrupts the educational process and lowers stakeholder satisfaction ([Ishak & Pratama, 2021](#); [Robbins & Judge, 2017](#)).

Fair compensation increases loyalty and reduces turnover intention. Meanwhile, the non-physical work environment encompassing interpersonal interactions, effective communication, leadership support, and a supportive corporate culture plays a vital role in enhancing retention ([Adinda, Emilda, & Darmaputera, 2025](#); [Aditeresna & Mujiati, 2018](#); [Adiyanti & Nugraha, 2023](#)). [Sundjoto, Roy, and Sari \(2024\)](#) found a significant effect between the non-physical work environment and employee performance, which was positively correlated with job satisfaction. Job satisfaction is a significant predictor of retention. High satisfaction levels reduce the desire to leave the organization, while a conducive work environment fosters motivation and emotional bonds between the employee and the institution ([Al-Idrus, Heriyadi, Mayasari, Christiana, & Kalis, 2026](#); [Terera & Ngirande, 2014](#)).

Universitas Majalengka (UNMA), the first private university in its regency, faces the challenge of maintaining experienced educational personnel amidst competing job opportunities and shifts in the higher-education landscape. Data from the Human Resources Bureau (BSD) of Universitas Majalengka (2021–2025) show that the number of staff has fluctuated but remains relatively stable, increasing from 73 in 2021 to 81 in 2025. Although male staff dominate the workforce, the university maintains a consistent proportion of female staff. Interestingly, turnover at UNMA has been exceptionally low; from 2021 to 2024, the turnover rate was zero. In 2025, a slight increase occurred, with two employees leaving (2.47% turnover), resulting in a 97.53% retention rate. The five-year average retention rate remains high at 99.51%, reflecting excellent organizational stability and employee loyalty.

Despite these positive organizational conditions, previous studies examining compensation, non-physical work environments, and job satisfaction have reported inconsistent findings across sectors and institutional contexts. Some studies emphasize compensation as the primary determinant of retention, whereas others highlight psychosocial workplace factors as more influential predictors. However, empirical studies focusing specifically on educational personnel in regional private universities remain limited, particularly in the Indonesian higher education context. This indicates a research gap in understanding how financial and non-financial factors interact to sustain employee retention in institutions with relatively stable workforce conditions.

Therefore, the novelty of this study lies in examining employee retention within a regional private university that demonstrates consistently high retention rates, allowing for a clearer evaluation of the relative influence of compensation, non-physical work environment, and job satisfaction. This study contributes to the employee retention literature in higher education by providing context-specific empirical evidence from Universitas Majalengka and offering practical insights into developing sustainable human resource management strategies beyond financial incentives. Accordingly, this study aims to examine the relationship between compensation, non-physical work environment, and job satisfaction on employee retention at Universitas Majalengka, ultimately providing practical recommendations for effective and sustainable human resource management.

## **2. Literature Review and Hypothesis Development**

### **2.1 Organizational Behavior**

Organizational behavior comprehensively analyzes the dynamic interactions between individuals, groups, and broader organizational structures. It systematically investigates the behavioral patterns and social exchanges occurring across multiple levels within a professional work setting ([Heriyanti & Santi, 2020](#); [Purnamasari, Nafiudin, & Andari, 2021](#); [Rodiyana, Prastiya, & Pamungkas, 2022](#)). Understanding organizational behavior is essential because employee attitudes, motivation, and workplace perceptions influence behavioral outcomes such as commitment and retention. From this perspective, compensation, non-physical work environment, and job satisfaction represent organizational mechanisms that shape employees' decisions to remain in an institution. Therefore, organizational behavior theory provides an important foundation for explaining employee retention in higher-education organizations.

### **2.2 Compensation**

To retain employees, companies provide several benefits for their employees, including compensation. Companies provide compensation to employees as a form of appreciation for their achievements and the company's goals. This compensation can be financial or non-financial, with the main objective of increasing employee motivation and loyalty to the organization ([Reza Afandy & Fitri, 2024](#)). Compensation refers to all forms of income received by employees, which can be in the form of money and goods, either directly or indirectly, as a reward for the contributions that employees have made to the company. According to [Aryandha and Aksan \(2024\)](#), compensation indicators consist of: 1) salary/wages, 2) incentives, 3) Benefits and Protection, 4) sense of security, 5) Promotion Opportunities, 6) recognition, 7) facilities, 8) competition, 9) freedom, and 10) Living Area Radius.

### **2.3 Non-Physical Work Environment**

The non-physical work environment is also assumed to be part of the company's efforts to retain its employees. The non-physical work environment is a non-physical work environment, which includes positive and psychological elements that have an impact on calmness, efficiency, and work productivity ([Dewi & Astuti, 2019](#); [Melisa, Salsabilah, Syafutri, & Mulyadi, 2025](#)). Factors such as employee interaction, effective communication, support from leaders, and a supportive corporate culture play an important role in increasing employee retention ([Chee Seng, Sang Long, & Puong Koh, 2025](#); [El Mountasser & Sahraoui, 2025](#); [Hakim, Bagis, Astuti, & Kharismasyah, 2025](#); [Kundu & Lata, 2017](#)). According to [Aryandha and Aksan \(2024\)](#), the indicators of a non-physical work environment are: 1) Work Procedures, 2) Work Standards, 3) Clarity of Tasks, 4) Supervisor Accountability, 5) Reward System, and 6) Interpersonal Relationships.

### **2.4 Job Satisfaction**

Job satisfaction can be a factor in determining retention rates in a company in the form of positive emotional attitudes that can be characterized by pleasant feelings and a love for the work being done. According to [Ishak and Pratama \(2021\)](#), the supporting indicators of employee job satisfaction include: 1) work, 2) salary, 3) Promotion Opportunities, 4) supervision, and 5) coworkers. Employees who experience higher satisfaction levels tend to demonstrate stronger commitment and reduced turnover intentions. Prior research confirms that job satisfaction acts as a mediating and direct predictor of retention, suggesting that satisfied employees are more likely to maintain long-term employment relationships within organizations

### **2.5 Retention**

Employee retention is an important element of an organization's approach to general talent management, as it involves the implementation of an integrated strategy or system designed to increase work productivity by developing processes to attract, develop, retain, and utilize people with the skills and talents needed to meet organizational needs ([Abdullah & Hernita, 2026](#); [Awaludin & Fadli, 2024](#); [Sriathi & Darmika, 2019](#)). To achieve a good level of employee retention, there are several indicators that can be used as benchmarks for measuring employee retention in a company, according to [Aryandha and Aksan \(2024\)](#), namely: 1) organizational career opportunities, 2) rewards, and 3) employee relationships.

## **2.6 Compensation and Employee Retention**

Compensation is important for every employee working in a company because it enables employees to meet their daily needs ([Wayan, Widiantara, & Siwantara, 2023](#)). Therefore, companies must provide some form of compensation for each employee to meet these needs. Compensation is any form of income received by employees, which can be in the form of money or goods, either directly or indirectly, as a reward for their contributions employees have made to the company ([Aditeresna & Mujiati, 2018](#); [Adiyanti & Nugraha, 2023](#); [Kyndt, Dochy, Michielsens, & Moeyaert, 2009](#); [Melisa et al., 2025](#)).

According to [Ngazo and Ratnawati \(2022\)](#), employee retention is an important element of an organization's approach to more general talent management, as it is the implementation of an integrated strategy or system designed to increase work productivity by developing processes to attract, develop, retain, and utilize people with the skills and talents needed to meet needs. There is a relationship between compensation and employee retention, as confirmed by [Aryandha and Aksan \(2024\)](#), who found that compensation has a positive and significant influence on employee retention in a company. This is confirmed by [Aryandha and Aksan \(2024\)](#), who found that employees feel valued by the company if they receive appropriate compensation.

*H<sub>1</sub>*: Compensation positively affects employee retention

## **2.7 Non-Physical Work Environment and Employee Retention**

A non-physical work environment is a work environment that is non-physical in nature, including positive and psychological elements that impact calmness, efficiency, and work productivity ([Adinda et al., 2025](#); [Dewi & Astuti, 2019](#); [Heriyanti & Santi, 2020](#)). Factors such as employee interaction, effective communication, support from leaders, and corporate culture reinforce the important role of the non-physical work environment in increasing the retention of employees. According to ([Adinda et al., 2025](#)), employee retention is a situation in which employees choose to continue working for a company even though they feel capable of taking other job opportunities. There is a relationship between the non-physical work environment and employee retention, as confirmed in the study by [Adinda et al. \(2025\)](#), which states that the non-physical work environment has a positive and significant effect on employee retention.

*H<sub>2</sub>*: A non-physical work environment positively affects employee retention

## **2.8 Job Satisfaction and Employee Retention**

According to [Prasetyaningtyas, Alkautsar, Riomodita, and Steven \(2025\)](#), job satisfaction is a positive emotional attitude that can be characterized by pleasant feelings and a love for one's work. The opinion expressed by [Adinda et al. \(2025\)](#) explain that a high level of employee job satisfaction will increase employee motivation and commitment to the company. Employees who are satisfied with their work generally show a stronger emotional bond with their organization, so these employees have less interest in seeking job opportunities elsewhere ([Yani & Saputra, 2023](#)).

The capacity of an organization to retain competent employees for the long-term interests of the company ([Al-Idrus et al., 2026](#); [Aspasya, Yakin, Jaya, Rosnani, & Hasanudin, 2026](#); [Firrentin, Zaman, & Hidayah, 2026](#); [Rasin, 2026](#)). This implies that there is a relationship between job satisfaction and employee retention, which is reinforced by [Adinda et al. \(2025\)](#), which states that job satisfaction has a positive and significant effect on employee retention.

*H<sub>3</sub>*: Job satisfaction positively affects employee retention

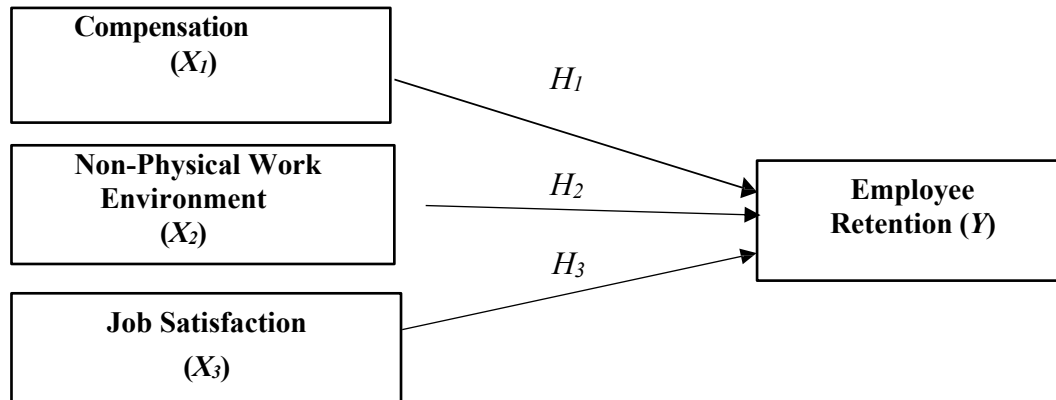


Figure 1. Research paradigm

### 3. Research Methodology

This study adopted a quantitative approach, utilizing descriptive and verification methods to examine the research variables. Primary data served as the main information source, gathered through the distribution of structured questionnaires to the targeted respondents. The fundamental objective of this quantitative framework is to statistically evaluate the relationships between variables and to validate the proposed hypotheses. This method is deemed appropriate because it facilitates the numerical measurement of inter-variable correlations and the assessment of their statistical significance. Regarding the sampling strategy, this study employed a non-probability sampling technique, specifically using saturated sampling (census). This decision was based on the relatively small population of educational personnel at Universitas Majalengka, totaling 81 individuals. Saturated sampling was applied when the entire population was utilized as the study sample, ensuring comprehensive data representation and minimizing sampling error.

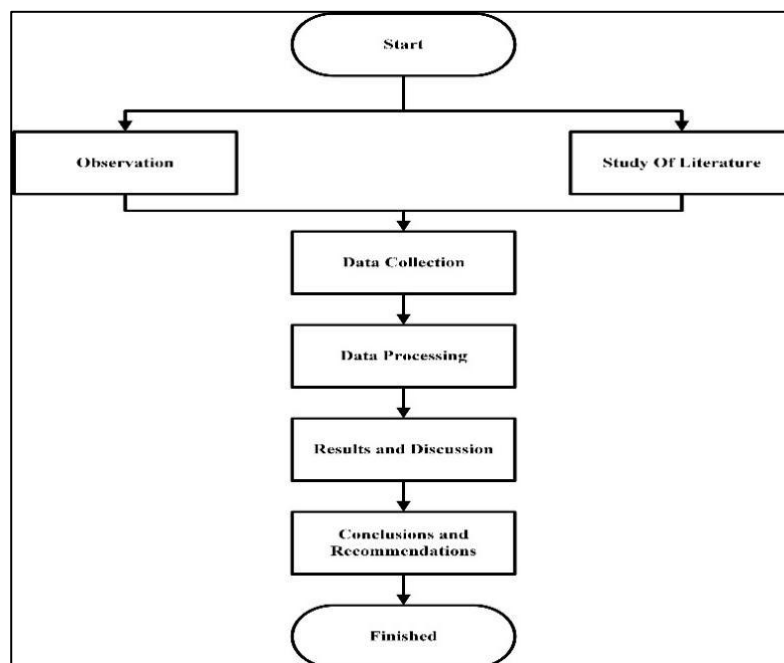


Figure 2. Desain research

The research variables were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. This scale allows respondents to express their perceptions regarding compensation, non-physical work environment, job satisfaction, and employee retention in a structured and measurable manner. The data analysis is executed through several rigorous stages. The initial procedures included instrument quality testing, comprising validity and reliability tests, to ensure that

each questionnaire indicator accurately and consistently measured the intended constructs. Subsequently, classical assumption tests including linearity, multicollinearity, homoscedasticity, and normality were performed to verify that the dataset satisfied the requirements for robust statistical inference.

To examine the influence of independent variables on the dependent variable, multiple linear regression analysis was employed. These steps are vital to ensure that the data meets the necessary quality standards for subsequent regression analysis. Multiple linear regression was used to analyze the relationship between the independent predictors and the dependent outcomes. This technique is ideal for examining the simultaneous effects of multiple independent variables while controlling for other factors. Specifically, this study evaluates how work ethics and non-financial compensation collectively and partially influence employee productivity. This statistical approach is highly compatible with interval-scaled data and aligns with the goal of establishing predictive relationships between variables.

Furthermore, an F-test was conducted to assess the overall feasibility of the model and determine whether the predictors collectively exerted a significant impact on the outcome. Finally, a t-test was employed to evaluate individual hypotheses and test the significance of each predictor. By comparing the t-statistics against the critical values, this study confirms whether each specific variable has a statistically significant relationship with the result. This systematic analytical sequence ensured that the findings were methodologically sound and statistically valid.

## 4. Results and Discussion

### 4.1 Results

#### 4.1.1 Instrument Testing (Validity and Reliability)

Validity testing is used to determine whether a statement on a questionnaire given to respondents is valid. Each statement in the questionnaire was correlated with the total score using the Pearson Product Moment. The questionnaire data were processed using SPSS V.26, and the results are presented in Table 1.

Table 1. Validity test results

Variables	r	r Table (df) = n-2	Description
<b>Compensation (X<sub>1</sub>)</b>			
Item 1	0,227	0,2185	Valid
Item 2	0,628	0,2185	Valid
Item 3	0,324	0,2185	Valid
Item 4	0,569	0,2185	Valid
Item 5	0,595	0,2185	Valid
Item 6	0,672	0,2185	Valid
Item 7	0,492	0,2185	Valid
Item 8	0,568	0,2185	Valid
Item 9	0,550	0,2185	Valid
Item 10	0,388	0,2185	Valid
<b>Non-Physical Work Environment (X<sub>2</sub>)</b>			
Item 1	0,523	0,2185	Valid
Item 2	0,684	0,2185	Valid
Item 3	0,525	0,2185	Valid
Item 4	0,659	0,2185	Valid
Item 5	0,435	0,2185	Valid
Item 6	0,498	0,2185	Valid
<b>Job Satisfaction (X<sub>3</sub>)</b>			
Item 1	0,334	0,2185	Valid
Item 2	0,446	0,2185	Valid
Item 3	0,300	0,2185	Valid
Item 4	0,523	0,2185	Valid

Item 5	0,533	0,2185	Valid
Item 6	0,606	0,2185	Valid
Item 7	0,466	0,2185	Valid
Item 8	0,362	0,2185	Valid
<b>Employee Retention (Y)</b>			
Item 1	0,632	0,2185	Valid
Item 2	0,676	0,2185	Valid
Item 3	0,507	0,2185	Valid

Based on Table 1, compensation variables can be identified through 10 statements, non-physical work through 6 statements, job satisfaction through 8 statements, and employee retention through 3 statements in the tested questionnaire, indicating that the four variables are valid, with a rhitung value greater than the rlabel value of 0.2185. The reliability test was used to show the extent to which a measurement result was relatively consistent when the measurement was repeated two or more times. Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. Cronbach's alpha was used to analyze reliability. The results of the processing using SPSS V.26 are shown in Table 2.

Table 2. Reliability test results

No	Variabel	Total Statements	Cronbach's Alpha	Critical Value	Description
1.	Compensation	10	0,816	0,60	Reliabel
2.	Non-Physical Work Environment	6	0,798	0,60	Reliabel
3.	Jib Satisfaction	8	0,750	0,60	Reliabel
4.	Employee Retention	3	0,767	0,60	Reliabel

Based on Table 2, the Cronbach's alpha values for the compensation variable are 0.816; the non-physical work environment variable is 0.798; the job satisfaction variable is 0.750; and the employee retention variable is 0.767; greater than the specified critical value of 0.60. This means that the data are suitable for analysis because the Cronbach's alpha results are greater than the predetermined critical value.

#### 4.1.2 Classical Assumption Test

##### 4.1.1.1 Normality Test

This study conducted a normality test of the data using a histogram and P-Plot with the help of SPSS V.26. The results of the normality test are presented in Figure 3.

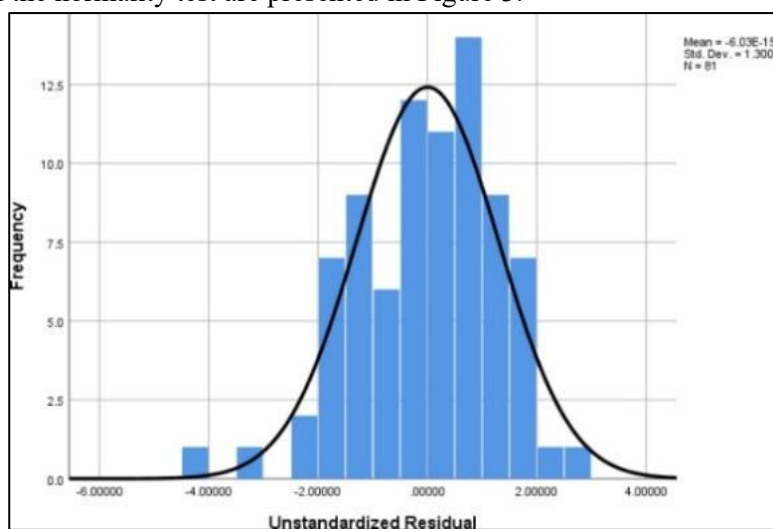


Figure 3. Normality test

Based on Figure 3, it can be seen that the data distribution is symmetrical (evenly distributed to the right and left) and follows a diagonal line. Therefore, it can be concluded that the data have normally distributed residual values, so that the data obtained can be used for multiple regression analysis.

#### 4.1.1.2 Multicollinearity Test

This test was conducted to determine whether the regression model found correlations between the independent variables. A good regression model should not have multicollinearity, which can be detected by examining the Variance Inflation Factor (VIF) value.

Table 4. Multicollinearity test results

Unstandardized Coefficients			Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
Model B		Tolerance					VIF	
1	(Constant)	1.197	.954		1.255	.213		
	Kompensasi	-.055	.070	-.135	-.780	.438	.165	6.048
	Lingkungan Kerja Non fisik	.204	.079	.351	2.588	.012	.271	3.692
	Kepuasan Kerja	.302	.075	.604	4.049	.000	.224	4.463

a. Dependent Variable: Employee Retention

Based on Table 4, the results of the multicollinearity test show that the tolerance value of the compensation variable is  $0.165 > 0.10$ , the non-physical work environment variable is  $0.271 > 0.10$ , and job satisfaction is  $0.224 > 0.10$ . Meanwhile, the VIF values for the compensation variable are  $6.048 < 10.00$ ; the non-physical work environment variable is  $3.692 < 10.00$ ; and job satisfaction is  $4.463 < 10.00$ , so it can be concluded that there is no multicollinearity.

#### 4.1.1.3 Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a difference in residual variance from one observation to another in the regression model. A good regression model is homoscedastic and does not exhibit heteroscedasticity. The results of the heteroscedasticity statistical test obtained in this study are as follows.

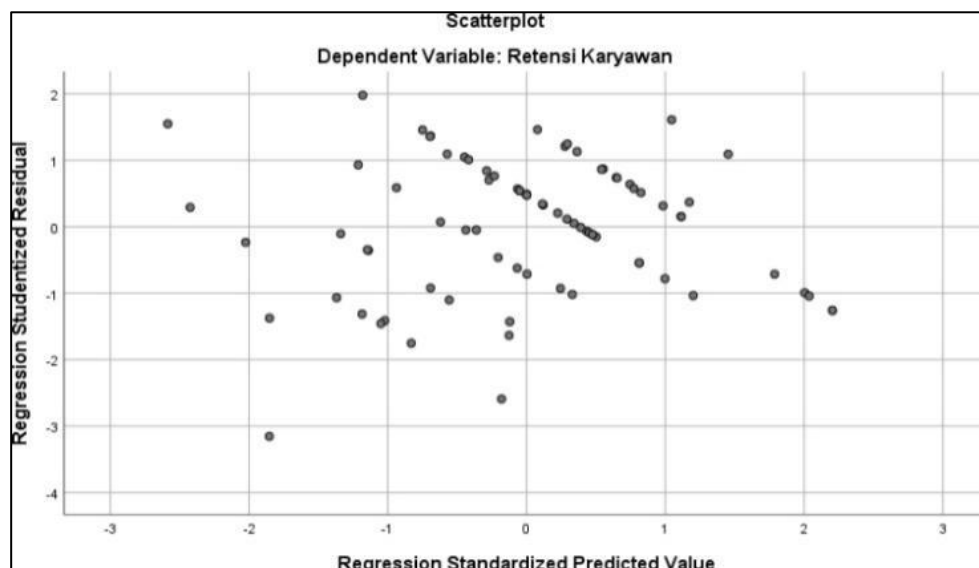


Figure 4. Heteroscedasticity test

Based on Figure 4, the scatterplot shows that the data points are scattered above and below the number 0 on the Y-axis, and the data points are clustered above and below. It can be concluded that there is no heteroscedasticity in the regression model; therefore, the regression model is suitable for predicting compensation, non-physical work environment, and job satisfaction.

#### 4.1.1.4 Autocorrelation Analysis

Autocorrelation analysis was used to determine whether there was an effect on the regression model being studied. A good regression model does not have autocorrelation problems. One measure of autocorrelation is the Durbin-Watson (DW) test, as follows.

Table 5. Autocorrelation Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785a	.616	.601	1.32591	1.630

a. Predictors: (Constant), Job Satisfaction, Non-physical Work Environment, Compensation

b. Dependent Variable: Employee Retention

Based on Table 5, the value of d (Durbin-Watson) was determined to be 1.630. This result is then compared with the significant table value of 0.05, the sample size (n) = 81, and the independent variable (k) = 3, resulting in  $dL = 1.563$  and  $dU = 1.716$ . Thus, the condition  $dL < d < dU = 1.563 < 1.630 < 1.716$  is obtained, which indicates that this data is inconclusive or uncertain. Therefore, the classical assumption of non-autocorrelation is not fulfilled. Because the autocorrelation test yielded inconclusive results, the Runs Test was used. If the Asymp. The Sig value is greater than 0.05, and there is no autocorrelation. If the Asymp. The Sig value is less than 0.05, there is autocorrelation.

The coefficient of determination (R Square) value is 0.616, indicating that compensation, non-physical work environment, and job satisfaction collectively explain 61.6% of the variance in employee retention among educational personnel at the Universitas Majalengka. The remaining 38.4% is influenced by other variables not included in this research model, such as organizational commitment, leadership style, career development opportunities, and external labor market conditions. This result demonstrates that the proposed model has strong explanatory power in predicting employee retention in the higher education context.

#### 4.1.1.5 Multiple Linear Regression Analysis

This regression analysis was intended to determine whether there is an effect of independent variables (compensation, non-physical work environment, and job satisfaction) on the dependent variable (employee retention) and whether the effect is significant or not by conducting a hypothesis test, namely the t-test. The requirement for a linear regression analysis is that the classical assumption test is fulfilled. The results of the multiple linear regression test are presented in the following table:

Table 7. Multiple linear regression analysis results

	Unstandardized Coefficients			Standardized Coefficients Beta	t	Sig.
	Model B		Std. Error			
1	(Constant)	1.197	.954		1.255	.213
	Compensation	-.055	.070	-.135	-.780	.438
	Non-physical Work Environment	.204	.079	.351	2.588	.012
	Job Satisfaction	.302	.075	.604	4.049	.000

The results of multiple linear analysis using SPSS V.26 are as follows:

$$Y = 1.197 - 0.055X_1 + 0.204X_2 + 0.302X_3 + e \quad (1)$$

Based on the regression equation obtained above, the following can be interpreted:

1. The constant ( $\alpha$ ) in the regression model was 1.197 and had a positive value. This indicates that if the variables of compensation, non-physical work environment, and job satisfaction are considered to be zero, the employee retention value remains at 1.197. This means that without being influenced by the three independent variables, there is still an employee retention rate that is influenced by other factors outside the research model.
  2. The compensation regression coefficient is -0.055 and negative. This means that the better the compensation provided, the lower the employee retention rate by 0.055, assuming that the non-physical work environment and job satisfaction variables are constant. However, based on the significance value of 0.438 ( $>0.05$ ), the effect of compensation on employee retention is not statistically significant; thus, compensation does not have a significant effect on employee retention.
  3. The non-physical work environment regression coefficient was 0.204 and was positive. This means that the better the perceived non-physical work environment, the higher the employee retention rate by 0.204. Conversely, the worse the perceived non-physical work environment, the lower the employee retention rate, assuming that the variables compensation and job satisfaction remain constant.
  4. The regression coefficient for job satisfaction was 0.302 and was positive. This means that the higher the level of job satisfaction, the higher the employee retention rate by 0.302. Conversely, the lower the level of job satisfaction, the lower the employee retention rate, assuming that compensation and the non-physical work environment remain constant.
  5. The residual error value ( $e$ ) refers to the error term (other variables not studied that affect the retention of employees).
4. A t-test was used to test the hypotheses of compensation, non-physical work environment, and job satisfaction on employee retention. The t-test shows how far the influence of an independent variable individually explains the variation in the dependent variable. Hypothesis testing was conducted using SPSS V.26, with the following t-test results.

Table 6. T-test Results

Unstandardized Coefficients			Std. Error	Standardized Coefficients Beta	t	Sig.
Model B						
1	(Constant)	1.197	.954		1.255	.213
	Compensation	-.055	.070	-.135	-.780	.438
	Non-physical Work Environment	.204	.079	.351	2.588	.012
	Job Satisfaction	.302	.075	.604	4.049	.000

a. Dependent Variable: Retention

The compensation variable obtained a value of -0.780, with a negative sign at a significance level of 5% with a value of 1.664. The compensation variable with  $t_{hitung}$  of  $-0.780 < 1.664$  and a significance value of  $0.438 > 0.05$ ; therefore,  $H_0$  is accepted and  $H_a$  is rejected. This means that compensation does not have a significant effect on employee retention, where and hypothesis ( $H_1$ ) cannot be proven to be true. The non-physical work environment variable obtained a  $t_{hitung}$  value of 2.588 with a positive sign at a significance level of 5% with a  $t_{table}$  value of 1.664. The compensation variable with  $t_{hitung}$  of  $2.588 > 1.664$  and a significance value of  $0.012 < 0.05$ ; therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means that the non-physical work environment has a significant effect on employee retention, and hypothesis ( $H_2$ ) can be proven to be true. The job satisfaction variable obtained a  $t_{hitung}$  value of

4.049 with a positive sign at a significance level of 5% with a *t*table value of 1.664. The satisfaction variable with *t*hitung of  $4.049 > 1.664$  and a significance value of  $0.000 < 0.05$ ; therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means that job satisfaction has a significant effect on employee retention, and Hypothesis ( $H_3$ ) can be proven to be true.

## 4.2 Discussion

### 4.2.1 The Effect of Compensation on Employee Retention

Compensation is a form of reward provided by an organization to employees for their contributions and performance. [D. A. Sari, Irvani, and Nurhidayati \(2021\)](#) defines compensation as all forms of income received by employees, whether in the form of money or goods, directly or indirectly, as a reward for services or contributions provided to the company. Providing fair and adequate compensation is expected to improve employee welfare and encourage employees to remain within the organization. Based on the hypothesis testing results, compensation does not significantly affect employee retention. This finding indicates that the level of compensation provided by Universitas Majalengka is not the primary factor influencing educational personnel's decision to remain in the institution. This suggests that, within the higher education context, employees may place greater emphasis on non-financial aspects such as job security, workplace relationships, and organizational support.

Although compensation is a fundamental aspect of the employment relationship, it is not the dominant factor affecting retention in this specific context. This condition may be attributed to other, more influential factors, such as the non-physical work environment, job satisfaction, a sense of security, and well-established social relationships among employees.

This study aligns with the research conducted [Mayangsari and Sari \(2025\)](#), titled "*The Influence of Work Environment, Job Satisfaction, and Compensation on Generation Z Employee Retention in Surakarta*," which also found that compensation does not significantly affect retention. This study suggested that employees tend to prioritize non-financial factors such as workplace comfort and social bonds. In contrast, this study differs from the research by [Adinda et al. \(2025\)](#); [Purnamasari et al. \(2021\)](#), who found that compensation, non-physical work environment, and job satisfaction all influence retention, although the non-physical environment had the most significant impact. Thus, these results reinforce the view that compensation is not always the primary driver of retention, especially in organizations with a relatively stable work climate.

### 4.2.2 The Effect of Non-Physical Work Environment on Employee Retention

A non-physical work environment refers to intangible workplace conditions related to the psychological and social aspects experienced by employees. [Adinda et al. \(2025\)](#) state that this environment includes positive and psychological elements that impact employee peace of mind, efficiency, and productivity. The results of this study indicate that the non-physical work environment has a positive and significant effect on employee retention. This finding shows that harmonious working relationships, effective communication, and supportive leadership contribute to increasing employees' willingness to remain at the university. A positive organizational climate encourages employees to feel valued and supported in their work environments. This indicates that a non-physical work environment has a positive and significant effect on employee retention, thus confirming the second hypothesis ( $H_2$ ).

These results demonstrate that an improved non-physical work environment characterized by harmonious working relationships, open communication, and support from superiors and colleagues increases the likelihood of educational personnel remaining at the Universitas Majalengka. This study is consistent with [Aryandha and Aksan \(2024\)](#), who found that the non-physical work environment positively and significantly impacted retention at PT BPRS Madina Mandiri Sejahtera. The consistency of these findings emphasizes that a healthy social climate is a critical factor in maintaining long-term commitment among employees.

#### 4.2.3 The Effect of Job Satisfaction on Employee Retention

Job satisfaction represents an employee's attitude or feelings toward their work. [Bahrun and Yusuf \(2022\)](#) defined job satisfaction as a pleasant or unpleasant emotional state regarding one's job. Employees who are satisfied tend to exhibit positive attitudes, high loyalty, and a strong desire to remain within the organization. The findings of this study show that job satisfaction has a positive and significant effect on the retention of employees. This result indicates that educational personnel who are satisfied with their work environment, supervision, and professional roles are more likely to maintain long-term employment relationships at Universitas Majalengka. High job satisfaction reflects feelings of comfort and organizational attachment, which strengthen employee loyalty. This shows that higher job satisfaction significantly boosts the retention of educational personnel at the Universitas Majalengka. High satisfaction reflects feelings of comfort, pride, and emotional bonding with work, encouraging long-term employment relationships.

This research is supported by [Ghulam and Fitri \(2024\)](#); [Mayangsari and Sari \(2025\)](#), both of whom highlight the critical role of job satisfaction in influencing employee behavior and organizational continuity. However, this differs from the findings of [V. K. P. Sari and Jemadi \(2024\)](#), who found that while work environment and compensation were significant, job satisfaction did not influence retention in the context of Rajaklana Resort Yogyakarta. However, in the academic setting of Universitas Majalengka, job satisfaction remains a vital predictor of staff loyalty.

## 5. Conclusions

### 5.1 Conclusion

This study investigated the influence of compensation, non-physical work environment, and job satisfaction on employee retention among educational personnel at Universitas Majalengka, Indonesia. The results reveal that compensation does not significantly influence employee retention, indicating that financial incentives alone are insufficient to ensure employees' long-term commitment to an institution. This finding suggests that employees within educational organizations may place greater value on non-financial aspects of their work experience, such as workplace relationships, organizational support, and psychological comfort.

Conversely, a non-physical work environment positively and significantly affects employee retention. A work environment characterized by supportive leadership, effective communication, mutual respect, and positive social interactions significantly strengthens employees' willingness to remain within the organization. In addition, job satisfaction also demonstrates a positive and significant influence on retention, confirming that employees who experience fulfillment in their roles tend to develop stronger emotional attachment, organizational identification, and loyalty.

This study confirms that non-financial factors, particularly the non-physical work environment and job satisfaction, are the dominant determinants of employee retention at Universitas Majalengka, surpassing the role of compensation. These findings reinforce the perspective that sustainable human resource management in higher-education institutions should emphasize organizational climate, employee well-being, and meaningful work experiences.

Overall, this study confirms that non-financial factors, particularly the non-physical work environment and job satisfaction, are the dominant determinants of employee retention at Universitas Majalengka. The main contribution of this study is providing empirical evidence that employee retention in regional higher education institutions is more strongly influenced by psychosocial workplace conditions than by compensation factors alone.

### 5.2 Research Limitation

Despite the theoretical and practical contributions of this study to the retention of university staff, several inherent limitations must be acknowledged to provide a balanced interpretation of the results. First, the scope of this study is constrained by its specific institutional and geographical context. By focusing on a particular set of universities, the findings may lack broader external validity, as organizational cultures and administrative policies regarding non-physical work environments vary

significantly across countries and between public and private higher education sectors. Furthermore, the reliance on a cross-sectional design presents a methodological constraint. Since data were collected at a single point in time, the observed relationships between the non-physical environment, job satisfaction, and staff retention were correlational rather than strictly causal. Consequently, this snapshot approach does not account for the longitudinal evolution of employee perceptions or the long-term impact of shifting institutional climates on them.

The data collection process was subject to the limitations of self-reporting. Although measures were taken to ensure anonymity, the potential for social desirability bias remained, as staff members may subconsciously aligned their responses with perceived institutional expectations or professional ideals. Finally, while this study emphasizes non-physical factors, it does not incorporate all possible predictors of student retention. Extraneous variables, such as external labor market conditions, individual career trajectories, and personal demographic nuances, were beyond the current conceptual framework but likely play a complementary role in a staff member's decision to remain with an institution.

### ***5.3 Suggestions and Directions for Future Research***

Based on the study findings, Universitas Majalengka is recommended to prioritize strengthening the non-physical work environment and improving job satisfaction, as both factors significantly influence the retention of employees. Management should focus on building a supportive organizational climate through effective communication, positive leadership practices, fair performance evaluation, and clear career development opportunities for employees. Although compensation was not found to have a significant effect, it should remain fair and competitive to maintain employee satisfaction and organizational equity.

For future research, it is recommended to include additional variables, such as organizational commitment, leadership style, organizational culture, and workload balance, to obtain a more comprehensive understanding of employee retention. Future studies should involve larger samples, different institutional contexts, and advanced analytical methods, such as SEM or longitudinal approaches, to strengthen the generalizability of the research and depth of analysis.

From a theoretical perspective, this study contributes to the development of human resource management and organizational behavior literature by reinforcing the importance of intrinsic and psychosocial factors in explaining employee retention in higher education institutions. The findings support organizational behavior and motivation theories, emphasizing that psychological well-being, social interaction, and job satisfaction play critical roles in sustaining long-term employee commitment, particularly in institutions with limited financial flexibility.

From a practical perspective, university management should prioritize strategies that strengthen the non-physical work environment and employee job satisfaction. Institutions may implement measurable initiatives, such as improving internal communication systems, conducting regular employee satisfaction surveys, establishing transparent performance feedback mechanisms, and developing structured career development programs. In addition, leadership training programs and recognition systems should be introduced to enhance employee engagement and organizational attachment. Although compensation was not a significant predictor, maintaining fair and competitive compensation policies is necessary to support organizational equity.

### **Authors Contribution**

The authors NH and FMKD were responsible for the overall research process, including conceptualization, research design, data collection, data analysis, interpretation of results, and manuscript preparation. The author has reviewed and approved the final version of this manuscript.

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