

THE EFFECT OF COMPENSATION AND PERSON-JOB FIT ON WORK ENGAGEMENT IN MEDIA WORKERS IN CIREBON CITY



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Abstract

This study aims to determine the effect of compensation and person-job fit on work engagement among media workers residing in Cirebon City. The study employed a quantitative survey method, utilizing multiple linear regression analysis on data collected from 130 respondents. The results show that person-job fit has a significant influence on work engagement ($r = 0.560$; $p < 0.000$), while compensation shows a significant relationship with work engagement ($r = 0.227$; $p > 0.005$), and person-job fit has a significant influence on work engagement ($r = 0.260$; $p < 0.001$). These two independent variables explain 32% of the variation in work engagement ($R^2 = 0.320$). The validity and reliability of the regression model have been confirmed through classical assumption testing. These findings emphasise the importance of alignment between individuals and their jobs in enhancing work engagement in the dynamic media industry, which does not solely rely on financial incentives. The implications of this study encourage media organisations to prioritise selection and management of human resources based on person-job fit for the sustainability and productivity of the workforce.

Keywords: Compensation, Person-Job Fit, Work Engagement

INTRODUCTION

Digital transformation has brought major changes in the media sector, especially workforce management. Media workers must adapt quickly to technological advances and shifts in how people consume information. In this dynamic condition, work engagement is an important element that affects the productivity and sustainability of the media industry. A study by (Desiana, Andrias, & Ahyinaa 2024) reveals that Indonesian media workers demonstrate moderate work engagement, with only 45% showing high engagement levels. In Cirebon City, a growing economic hub in West Java, the media landscape has experienced significant expansion over the past five years. Yet, preliminary research involving 50 local media workers in 2023 revealed that 60% exhibited declining work engagement, evidenced through reduced dedication, enthusiasm, and absorption in their roles. These observations align with (Kupczyk & Rupa, 2021) findings highlighting discrepancies between expected and actual compensation among media workers in Indonesia's medium-sized urban areas.

Research has demonstrated that compensation serves as a crucial factor in determining work engagement. A long-term study conducted by (Taufek, Zulkifle, & Sharif, 2016) examining 300 media workers across five major Indonesian cities revealed that well-structured compensation systems positively correlate with higher levels of work engagement. Compensation not only includes financial aspects, but also includes career development, work-life balance, and various forms of non-financial rewards that can increase workers' intrinsic motivation. In addition to the compensation factor, the suitability between the individual and the job is also a key factor in building work attachment. Person-job fit focuses on how well an individual's traits match their job requirements. Research conducted by (Merdiaty, 2024) demonstrates that strong person-job fit correlates with a 65% higher work engagement among creative industry employees. Within the media sector, the match between personal abilities, motivations, and principles with job requirements has become crucial, particularly due to the industry's increasing complexity and rapid changes.

Interestingly, the research conducted by (Hamid & Yahya, 2016) in the Southeast Asian region found that the interaction between compensation and individual suitability of work creates a synergistic effect on work engagement. When these two factors are managed well, there is a significant increase in the aspects of energy, dedication, and absorption, which are the main dimensions of work engagement. However, comprehensive research that integrates these two variables in the context of media workers in medium-sized cities such as Cirebon is still very limited. Meanwhile, (Ekhsan, Badrianto, & Suwandi, 2023) in his research on the dynamics of the media sector in the digital era, he found that work engagement is a key factor in maintaining quality talent and improving the quality of media results. This finding confirms the urgency to conduct further research related to factors that affect work engagement, especially in a more specific context, such as in Cirebon City.

Drawing from identified research gaps and observed phenomena, this investigation examines how compensation and person-job fit influence work engagement among media workers in Cirebon City. This research seeks to advance theoretical understanding by developing a more thorough work engagement model, while offering practical insights for media sector HR management. The media landscape in Cirebon City exhibits distinctive characteristics, where traditional media practices intersect with digital transformation requirements. This condition creates its own challenges for media workers in balancing traditional competencies with digital skills needed in the modern era. This phenomenon

further underscores the importance of examining the suitability aspects of individual jobs that can affect how media workers adapt and maintain their work engagement amid dynamic changes in the industry.

In addition, the compensation structure implemented by media organizations in Cirebon City shows significant variation, ranging from mainstream media to independent digital media. This difference lies not only in the amount of financial compensation, but also in the form of non-financial rewards received by workers. Given the intricate nature of this compensation system, a thorough investigation is needed to examine its effect on work engagement, particularly as media workers face intensifying talent competition. Additionally, this research will investigate how compensation interacts with person-job fit to potentially create the best possible outcomes for enhancing work engagement.

This research seeks to examine how compensation and person-job fit impact work engagement among media workers based in Cirebon City. The study's significance stems from its development of a more detailed work engagement framework and its practical value for media industry HR management (Ekhsan et al., 2023).

REVIEW OF LITERATURE

Work Engagement

Work engagement is a multidimensional concept that describes the psychological relationship between employees and their work. (Schaufeli & Salanova, 2002) Define it as a positive state of mind related to work, characterized by vigor, dedication, and absorption. Work engagement is a key predictor of productivity and talent retention in a dynamic media industry

Compensation

Compensation is not just a payment mechanism, but a strategic tool to build organizational bonds. According to Blau's Social Exchange Theory (1964), when organizations provide fair compensation that addresses employee needs, workers respond with positive attitudes. The components of compensation encompass:

- Direct financial compensation
- Indirect compensation (allowance)
- Non-financial awards
- Career development
- Work-life balance

Person-Job Fit

According to (Khairi et al., 2021), Person-Environment Fit Theory highlights the match between an individual's attributes and workplace requirements. The dimensions of compatibility include:

- Suitability ability
- Interest fit
- Value conformity
- Personality fit with the organization's culture

Research Framework

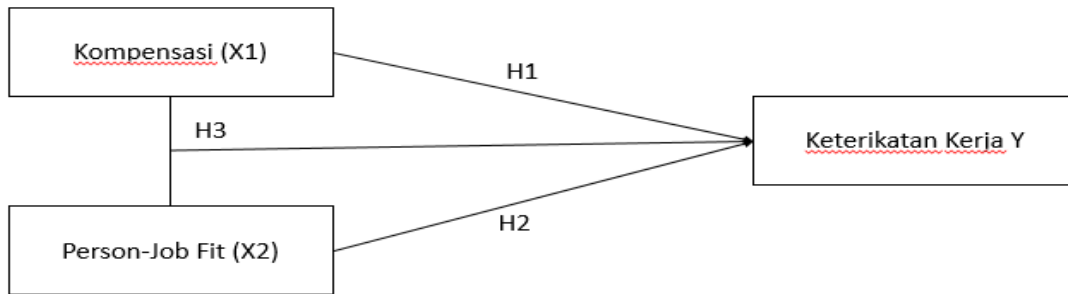


Figure 1.
Research Framework

Research Hypothesis

Drawing from the theoretical foundation and synthesis of existing literature, the following hypothesis was developed:

H1: Compensation has a positive and significant effect on work engagement.

- Theoretical foundation: Social Exchange Theory (Boselie, 2014)
- Mechanism: Fair and adequate compensation encourages a positive employee response

H2: Person-job fit has a positive and significant effect on work engagement.

- Theoretical foundation: Person-Environment Fit Theory (Boselie, 2014)
- Mechanism: The suitability of individual characteristics with the job increases satisfaction and motivation

H3: Compensation and person-job fit simultaneously positively and significantly affect work engagement.

- Theoretical foundation: Job Demands-Resources Theory (Hamid & Yahya, 2016)
- Mechanism: Optimal interaction between organizational and individual resources creates maximum engagement conditions

RESEARCH METHOD

This research employed quantitative methodology through survey distribution to investigate the effect of compensation and person-job fit on work engagement among media workers in Cirebon City. The researchers gathered data via questionnaires from 130 participants, chosen through non-probability sampling methods. This sample size substantially exceeded the study's minimum requirement of 60 respondents. Measurement involved a validated Likert scale instrument containing multiple indicators, confirmed for both validity and reliability. The researchers conducted descriptive analysis to examine participant demographics, followed by multiple regression analysis to evaluate relationships between the independent variables (compensation and person-job fit) and the dependent variable (work engagement). By implementing a quantitative approach with SEM methodology, the researchers were able to thoroughly examine their theoretical framework. By combining theoretical insights from (Boselie, 2014) regarding compensation systems,

(Cable & DeRue, 2002)'s understanding of person-job fit, and (Schaufeli & Salanova, 2002)'s work engagement framework, this research establishes a robust theoretical basis for examining work engagement patterns among media workers in Cirebon City. The study employs a thorough research methodology to generate dependable evidence about how compensation and person-job fit shape work engagement. This investigation seeks to uncover practical evidence about key factors driving work engagement within the media sector, specifically in Cirebon City. The findings should help organizational leaders develop better compensation strategies and enhance person-job fit to boost employee commitment.

RESULTS AND DISCUSSION

The primary objective of this research is to examine how compensation and person-job fit influence work engagement among media workers in Cirebon City. The research utilized questionnaires, which underwent validity and reliability testing, as the main data collection instrument. The findings from the data analysis are detailed in the subsequent sections.

Respondent Characteristics

The collected data revealed several demographic characteristics among participants, including their age, gender, educational background, and years of professional experience. These demographic factors provide essential context about the study participants' profiles.

Table 1.

Characteristics of respondents

	Classification	Number of Respondents	Percentage (%)
1. Gender	Male	90	69,23
	Female	40	30,77
2. Education	High School	77	59,23
	Associate Degree	2	1,54
	Bachelor's Degree	49	37,69
	Master Degree	2	1,54
	Doctor	0	0,00
3. Age	Generation Z (Ages 12-27)	70	53,85
	Millennial	55	42,31
	Generation Y (Age 28-39)		
	Generation X (Ages 44-59)	5	3,85
4. Working Period	<1 Year	20	15,38
	1-5 Years	72	55,38
	6-10 Years	24	18,46
	11-15 Years	6	4,62
	>16 Years	8	6,15

Source: Data processed (2025)

Validity Test Results

The research team conducted validity and reliability assessments of the measurement instruments before performing regression analysis. The validity assessment evaluated whether questionnaire items accurately measured their intended variables, while the reliability testing examined internal consistency of the instruments. Analysis revealed that all measurement items demonstrated satisfactory correlation values, with calculated R values exceeding the required R table threshold (R table = 0.173, N = 130, significance level 0.05). These findings confirm that the research instruments effectively measured the intended variables with adequate precision.

Table 2.
Validity test results

Instrument Validity Test Results					
Compensation		Person Job-fit		Work Engagement	
No	R Calculate	No	R Calculate	No	R Calculate
1.	0,543	1.	0,557	1.	0,648
2.	0,380	2.	0,325	2.	0,658
3.	0,356	3.	0,543	3.	0,642

Source: Data processed (2025)

Reliability Test Results

The reliability test analysis shows variations in Cronbach's alpha coefficients among the research variables. All three variables demonstrate strong reliability with values of 0.612, 0.832, and 0.847, respectively, exceeding the threshold of 0.60. These three variables are acceptable for exploratory research in media worker studies. As per Taber's (2018) research, an alpha value above 0.60 is considered adequate for exploratory research, especially when dealing with limited scale items.

Table 3.
Reliability test results

Reliability Test		
Variable	Cronbach's Alpha	N of Items
Compensation	0,612	3
Person Job-fit	0,832	9
Work Engagement	0,847	9

Source: Data processed (2025)

Regression Analysis and Model Summary

The study employed regression analysis to examine how compensation and person-job fit impact work engagement. The findings revealed that both predictor variables demonstrated a significant positive effect on work engagement among media workers in Cirebon City. The correlation analysis showed a value of 0.566 between the independent and dependent variables, suggesting a moderately strong positive association. Furthermore, the coefficient of determination (R Square) of 0.320 indicated that compensation and person-job fit accounted for 32% of the variance in work engagement.

Table 4.
Summery Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,566 ^a	,320	,310	4,61682	,320	29,918

Source: Data processed (2025)

T Test Results

Statistical findings reveal that compensation demonstrates a positive effect on work engagement; this influence lacks statistical significance, as indicated by the Sig value of 0.252 exceeding 0.05. Conversely, person-job fit exhibits a substantial impact on work engagement, with a Sig value of 0.000, falling below the 0.05 threshold, confirming its significant influence.

Table 5
T Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,992	3,232		3,092	,002
	Person Job Fit	,910	,128	,537	7,088	,000
	Compensation	,266	,231	,087	1,151	,252

a. Dependent Variable: Work Engagement

Source: Data processed (2025)

Anova Test Results

Statistical analysis demonstrates that the tested model is valid, showing that both compensation and person-job fit collectively affect work engagement. With a significance value of $0.00 < 0.05$, the relationship between compensation and person-job fit on work engagement is statistically significant. These findings support the hypothesis that compensation and person-job fit serve as reliable predictors of work engagement.

Table 6.
Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1275,417	2	637,709	29,918	,000 ^a
	Residual	2707,014	127	21,315		
	Total	3982,431	129			

A. Predictors: (Constant), Compensation, Person Job Fit

B. Dependent Variable: Work Engagement

Source: Data Processed (2025)

Data Distribution

As part of the regression analysis, the distribution of data through histograms was examined. The results show that the data is distributed normally, which supports the classical linear regression assumption.

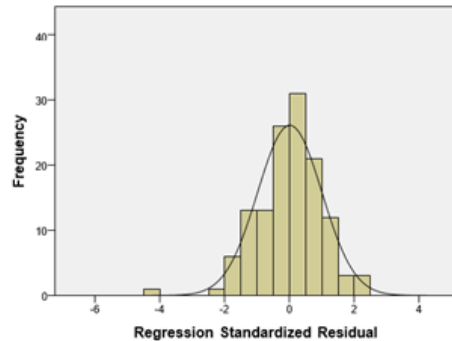


Figure 2.
Histogram

This research demonstrates that both compensation and person-job fit significantly influence work engagement among media workers. These outcomes align with work engagement theory, which suggests that when employees receive adequate financial rewards and are well-matched to their job responsibilities, their motivation and workplace loyalty tend to increase. Theoretically, these results support previous research that states that fair and competitive compensation can increase job satisfaction and reduce turnover rates. Workers who feel rewarded will be more motivated to perform at their best. In addition, a high person-job fit allows workers to feel comfortable and fit into their job, which contributes to stronger work engagement (Iswati, 2014).

These findings suggest that media organizations in Cirebon City should prioritize their compensation policies and enhance their hiring processes to maintain qualified media workers. Additionally, these companies need to ensure better person-job fit by aligning employee capabilities and interests with their work responsibilities to boost work engagement levels. Thus, this research makes an important contribution to understanding the factors that affect work engagement, as well as providing recommendations for media companies to create a more conducive work environment (van Woerkom et al., 2024).

CONCLUSION

The research findings demonstrate that both compensation and person-job fit substantially impact work engagement among media workers in Cirebon City. The data indicates that employees exhibit higher levels of work engagement when companies offer better compensation packages. Similarly, when individuals experience strong alignment with their job responsibilities, they display enhanced work engagement due to increased comfort and motivation in their roles. From a theoretical perspective, this research reinforces existing understanding of work engagement by highlighting its responsiveness to external elements like compensation and internal factors such as person-job fit. The practical implication is that media companies need to develop more competitive compensation policies and create a work environment that is more in line with the needs and abilities of employees so that they remain

loyal and productive. Further research can explore other factors that also affect work engagement, such as organizational culture, leadership, and work-life balance.

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