



The Influence of Employee Engagement and Self-Esteem on Job Satisfaction of Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak City

Siti Sabania Lestari¹, Arninda^{2*}

Faculty of Economics and Business, Universitas Muhammadiyah Pontianak, Pontianak, Indonesia

Corresponding Author: Arninda arninda@unmuhpnk.ac.id

ARTICLE INFO

Keywords: Employee Engagement; Self-Esteem; Job Satisfaction of Civil Servants

Received : 29, March

Revised : 30, April

Accepted: 23, May

©2026 Lestari, Arninda: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of employee engagement and self-esteem on the job satisfaction of Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak. The approach utilised is associative quantitative using saturation sampling methodology, therefore the sample is the whole population of 55 workers. The data analysis employed tool testing, classical presumption testing, and multiple linear regression analysis using the equation of $Y = 1.239 + 0.367 + 0.278$. The findings demonstrate a relatively strong link ($R = 0.447$) with the coefficient of determination of 0.200, which means that 20% of the job satisfaction is explained by these two factors. The F test demonstrates that employee engagement and self-esteem simultaneously have a significant impact. The t test demonstrates that just employee engagement has a substantial influence whilst self-esteem is not major on job satisfaction.

INTRODUCTION

The phenomenon of employee attachment to the organisation, individual self-confidence, and job satisfaction has become a focus in human resource studies, especially in relation to attendance, discipline, and employee performance. Employee engagement is understood as a condition when employees contribute beyond formal job demands and demonstrate a higher level of productivity compared to other employees (Febriansyah & Ginting, 2020). Meanwhile, self-esteem represents an individual's evaluation of themselves which reflects confidence in their abilities, significance, and personal competence in carrying out tasks (Coopersmith, 1967 in Busro, 2017). Job satisfaction is viewed as an emotional condition that arises from an individual's assessment of their work and work experiences (Luthans, 2006 in Adamy, 2016).

In the government sector, this phenomenon is relevant to the management of civil servants who are faced with performance demands and administrative compliance. The Department of Cooperatives, Micro Enterprises and Trade of Pontianak as a government agency has duties and functions that include policy formulation, policy implementation, administration of governmental affairs, evaluation, and reporting in the fields of cooperatives, micro enterprises, industry, and trade as regulated in the Pontianak Mayor Regulation Number 121 of 2021. The implementation of these duties involves 105 employees with the status of Civil Servants (PNS), Government Employees with Work Agreements (PPPK), and non-PNS spread across various work fields in 2025 (Diskumdag Kota Pontianak, 2025).

Empirical problems in this agency are reflected in attendance data and compliance with working hours of Civil Servants during the 2022–2024 period. The absenteeism rate of PNS showed an increase from 0.11% in 2022 to 0.20% in 2023 and increased again to 0.23% in 2024 (Diskumdag Kota Pontianak, 2025). In addition, data on working hour compliance shows fluctuations in indicators of late arrival, early departure, and failure to record attendance upon leaving, indicating variations in employee attendance behavior from year to year. This condition has an impact on the implementation of administrative sanctions in the form of reductions in Additional Employee Income (TPP) which still occur during the same period.

The outcomes of prior research showing the association among psychological characteristics and work behaviour increase the scientific significance of this subject. Studies by Kosim et al. (2023) demonstrated that employee involvement has considerable influence on employee absenteeism. Anisya et al. (2022) indicated that self-esteem has significant effect on absenteeism. Furthermore, Veranita & Janatun (2013) said that there is considerable influence of Job satisfaction on absenteeism rate. These findings position work engagement, self-esteem, and Job satisfaction as parameters related to employee attendance behavior and discipline.

However, the past empirical research tends to emphasise more on the link among employee engagement and the factors of control and performance directly. Research by Susanti et al. (2024) states that employee engagement has a good and substantial influence on employee work discipline. Kilapong (2013)

also states that self-esteem has a substantial influence on worker discipline. In the issue of performance, Suardi (2020) study shows that work happiness contributes to the increase in employee performance. This conclusion is supported by study by Indirasari & Mardiana (2022) which shows that employee engagement has a favourable and substantial influence on employee performance. Furthermore, study by Budiyanto (2021) found that self-esteem partly has a substantial influence on employee performance. Meanwhile, the study of Suchyowati & Cahyowandi (2022) states that job satisfaction is the parameter that is impacted by employee engagement. Research conducted by Indriyani et al. (2020) additionally demonstrated that self-esteem has a beneficial influence on employee Job satisfaction. However, most of these studies were conducted in different types of organisations and have not specifically examined local government agencies as research objects.

Based on these studies, there is a research gap among Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak, especially in terms of simultaneously assessing the effect of engagement among workers and self-esteem on job satisfaction with the use of actual data on attendance, working hours and performance evaluation policy for 2022-2024. Furthermore, no other study has been identified in the offered data that particularly investigates the association among both of these independent parameters and the job satisfaction of Civil Servants in this autonomy by citing internal empirical circumstances of the organisation.

Thus, this study is positioned to fill the research gap that has not been accommodated by previous studies, namely examining the effect of employee engagement and self-esteem on the job satisfaction of Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak, based on attendance data, compliance with working hours, and the performance assessment system applicable during the 2022-2024 period. In view of the issue and research gap, the goal of this study is to analyse the effect of employee engagement and self-esteem on job satisfaction of Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak.

LITERATURE REVIEW

Employee Engagement

Employee engagement is defined as a condition in which individuals are psychologically present – both physically and emotionally – connected to tasks and the workplace and integrated with the work performed in carrying out organisational responsibilities (Khan, 1992 in Adi & Fithriana, 2018). Employee engagement is also understood as a description of employee involvement that encourages contributions beyond what is offered so that engaged employees demonstrate higher productivity (Febriansyah & Ginting, 2020). The measurement of employee engagement refers to indicators that include: energy (physical and psychological), pride in the institution, intention to remain, proactive attitude, constructive criticism, resilience, and promoting the institution (Febriansyah & Ginting, 2020).

Empirical outcomes support the link among staff engagement and job satisfaction, that is staff involvement has a positive and substantial influence on

job satisfaction of banking personnel in Padang (Suhery et al., 2020). Other data demonstrates that employee engagement has a positive and substantial influence on worker fulfilment at the Regional Drinking Water Company of Magelang City with partial testing in a model including self-efficacy and self-esteem (Santri et al., 2023). These outcomes establish employee involvement as an explanation parameter experimentally connected with changes in job satisfaction in the examined organisations.

H1: Employee engagement has a positive and significant effect on the job satisfaction of civil servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak.

Self-Esteem

Self-esteem is explained as an individual's evaluation of themselves which expresses an attitude of agreement or disagreement and shows the level of confidence that the individual is capable, important, successful, and valuable (Coopersmith, 1967 in Busro, 2017). Another definition is that confidence is the amount to which people see themselves to be capable, significant, worthy and competent (Suhron, 2016). These two references position self-esteem as a self-assessment related to perceptions of ability and personal value in work activities (Coopersmith, 1967 in Busro, 2017; Suhron, 2016). The indicators of self-esteem refer to six components, namely: solving problem ability, monitoring mechanisms, updating mechanisms, affective evaluation, motivational function, and specific behavioral output (Hill & Buss, 2012 in Busro, 2017). Research by Indriyani et al. (2020) demonstrates that self-esteem has a favourable and substantial influence on the job satisfaction of staff members of RSUD Ciamis. Other evidence suggests that self-esteem has a good and substantial influence on worker fulfilment at the Regional Drinking Water Company of City Magelang (Santri et al., 2023). These findings position self-esteem as a parameter that is empirically associated with variations in job satisfaction in the organisations studied.

H2: Self-esteem has a positive and significant effect on the job satisfaction of civil servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak.

Job Satisfaction

Employment satisfaction is a favourable feeling about one's employment outcome from an assessment of job features. High job satisfaction is related with positive sentiments and low job satisfaction is linked with negative feelings towards the job (Robbins & Judge, 2011 in Indrasari, 2017). Job satisfaction is also defined as a state of pleasant or good feeling that outcomes from the appraisal of one's work or work experiences (Luthans, 2006 in Adamy, 2016). Job satisfaction indicators include contentment with the work itself, satisfaction with wage possibilities, satisfaction with advancement chances, fulfilment with supervision, and fulfilment with colleagues (Smith, 1986 in Indrasari, 2017). In this study, job satisfaction is positioned as the dependent parameter explained through its relationship with employee engagement and self-esteem as shown in findings from previous studies that examined the relationship among these two

parameters and job satisfaction in certain organisations (Suhery et al., 2020; Indriyani et al., 2020; Santri et al., 2023).

H3: Employee engagement and self-esteem simultaneously have a significant effect on the job satisfaction of civil servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak.

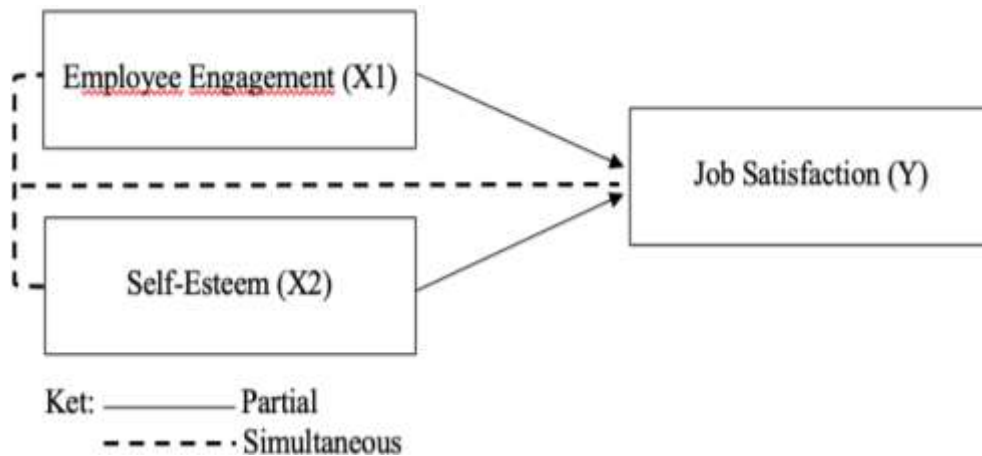


Figure 1. Conceptual Framework

METHODOLOGY

This study used an associative approach to examine the effect of employee engagement and self-esteem on job satisfaction among civil servants at the Department of Cooperatives, Micro Enterprises, and Trade of Pontianak. Associative research is used to identify relationships among two or more variables and to explain, predict, or control the observed phenomenon (Siregar, 2020). The population consisted of all civil servants at the Department of Cooperatives, Micro Enterprises, and Trade of Pontianak in 2025, totaling 55 employees, excluding the Head of Department. This study applied a saturated sampling technique, in which the entire population was used as the sample because the number of respondents was relatively limited (Siregar, 2020; Sugiyono, 2019).

This study used primary and secondary data. Primary data were obtained through questionnaires distributed to respondents and interviews with the Head of General Affairs and Apparatus Subdivision (Siregar, 2020; Yusuf, 2017; Sugiyono, 2019). Secondary data were collected from official institutional documents, including the number of civil servants, attendance recapitulation, performance assessment, and Additional Employee Income (TPP) statistics (Siregar, 2020). The independent variables in this study were employee engagement (X1) and self-esteem (X2), while the dependent variable was job satisfaction (Y). The variables were measured using a Likert scale to assess respondents' attitudes, views, and perceptions toward the research phenomena, with five response options ranging from Strongly Disagree to Strongly Agree (Sugiyono, 2019).

Data were analyzed using instrument tests, classical assumption tests, multiple linear regression, multiple correlation, coefficient of determination, F-

test, and t-test. Validity was tested using item correlation, while reliability was measured using Cronbach's Alpha with a minimum criterion of 0.60 (Siregar, 2020). Classical assumption tests included normality, linearity, and multicollinearity tests, with criteria of sig. > 0.05 for normality, sig. < 0.05 for linearity, VIF < 10, and tolerance > 0.10 for multicollinearity (Siregar, 2020; Purnomo, 2016).

Multiple linear regression was used to examine the effect of employee engagement and self-esteem on job satisfaction. Multiple correlation measured the strength of the relationship among variables, while the coefficient of determination identified the contribution of the independent variables to the dependent variable (Siregar, 2020). Hypotheses were tested using the F-test for simultaneous effects and the t-test for partial effects at a 5% significance level, with all analyses conducted using SPSS (Purnomo, 2016).

RESEARCH RESULTS

Data Analysis

Research Instrument Test

a. Validity Test

The validity test is used to guarantee that each claim item in the survey can reliably measure the concept of study. Then the test is performed by correlating each statement score with the overall score, and comparing the r-value obtained with the r-table. The r-table value is 0.265 (r-count > 0.265) with df (n-2=55-2) =53 and the threshold of significance is 0.05. Outcomes of validity test of all assertions are shown in below.

Table 1. Validity Test Outcomes

Parameter	Indicator	r-count	r-table	Description
Employee Engagement (X1)	X1.1	0.677	0.265	Valid
	X1.2	0.736		
	X1.3	0.589		
	X1.4	0.435		
	X1.5	0.809		
	X1.6	0.783		
	X1.7	0.706		
	X1.8	0.529		
	X1.9	0.550		
	X1.10	0.297		
	X1.11	0.515		
	X1.12	0.671		
	X1.13	0.809		
	X1.14	0.783		
Self-Esteem (X2)	X2.1	0.425	0.265	Valid
	X2.2	0.335		
	X2.3	0.731		
	X2.4	0.614		
	X2.5	0.574		
	X2.6	0.713		

	X2.7	0.745		
	X2.8	0.633		
	X2.9	0.397		
	X2.10	0.724		
	X2.11	0.620		
	X2.12	0.730		
	Y.1	0.899		
	Y.2	0.546		
	Y.3	0.844		
	Y.4	0.899		
Job Satisfaction (Y)	Y.5	0.796	0.265	Valid
	Y.6	0.573		
	Y.7	0.587		
	Y.8	0.562		
	Y.9	0.698		
	Y.10	0.899		

Source: Processed Data, 2026

Based on Table 1, the validity test findings demonstrate that every indication in the parameters Employee Engagement (X1), Self-Esteem (X2), and Job Satisfaction (Y) have r-count values larger than the r-table value of 0.265. Thus, each statement in the survey that had met the validity standards. So, all research tools are considered legitimate and practicable to use.

b. Reliability Test

Reliability test is conducted to determine the consistency and dependability of the survey as measuring tools of research. The test was carried out by utilising Cronbach's Alpha technique with the criterion: the test is reliable if the Alpha value > 0.60. Table 2 presents the reliability test outcomes for all parameters.

Table 2. Reliability Test Outcomes

Parameter	Cronbach's Alpha	N of items	Minimum Reliabilities	Description
Employee Engagement (X1)	0.885	14		
Self-Esteem (X2)	0.838	12	0.60	Reliable
Job Satisfaction (Y)	0.905	10		

Source: Processed Data, 2026

Based on table 2, all study parameters, including Employee Engagement (X1), Self-Esteem (X2), and Job Satisfaction (Y) have a Cronbach's Alpha value over 0.60, such that all statement items are pronounced reliable and appropriate to be employed as research instruments.

Classical Assumption Test

a. Normality Test

The normality test is used to find out if the data of the study is normally distributed or not. The test is performed using the Kolmogorov-Smirnov technique with the aid of SPSS and the outcomes are shown in below.

Table 3. Normality Test Outcomes

Test	Value
N (Sample)	55
Kolmogorov-Smirnov Z	.629
Asymp.Sig.(2-tailed)	.823

Source:Processed Data, 2026

Based on the table 3, obtained Asymp. Sig (2-tailed) = 0.823 is larger than 0.05, thus it can be stated that the study data were normally distributed.

b. Linearity Test

The linearity test is used to know the linear or not the connection among independent parameters and dependent parameter. The test is performed based on the Test for Linearity technique using the criterion Sig. Deviation from Linearity > 0.05, and Sig. Linearity < 0.05. The findings of linearity test are shown in the following.

Table 4. Linearity Test Outcomes

Relationship Among Parameters	Sig. Deviation from Linearity	Sig. Linearity	Des
Employee Engagement * Job Satisfaction	0.371	0.004	Linier
Self-Esteem * Job Satisfaction	0.800	0.044	Linier

Source:Processed Data, 2026

In accordance with the outcome of the linearity test in table 4, it is established that the link among the Employee Engagement parameter and Job Satisfaction is Sig. 0.371 (> 0.05) Linearity deviation value and a Sig. 0.004 (< 0.05), suggesting a linear association. Linearity Additionally, the association among employee engagement parameter and Self-Esteem also reveals a Sig. Deviance from Linearity .800 > 0.05 Sig. Linearity value 0.044 (< 0.05) showing linear connection.

c. Multicollinearity Test

The purpose of multicollinearity test is to examine if there is a high correlation among independent parameter in the regression model. The test is done in SPSS, and the outcomes are shown in below.

Table 5. Multicollinearity Test Outcomes

Parameter	Tolerance	VIF
Employee Engagement (X1)	.977	1.024
Self-Esteem (X2)	.977	1.024
Dependent Parameter:Job Satisfaction		

Source:Processed Data, 2026

The outcomes of the multicollinearity test in Table 5 reveal that the tolerance values of the Employee Engagement (X1) and Self-Esteem (X2) parameters are 0.977 (> 0.10), and the VIF value is 1.024 (< 10). Therefore, it can be said that the regression model does not present multicollinearity symptoms.

Hypothesis Test

a. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to estimate the influence of independent factors on the dependent parameter concurrently and partly, and to create a prediction model. Below are the findings of regression coefficients determined by SPSS analysis.

Table 6. Multiple Linear Regression Analysis Outcomes

Parameter	Coefficients	t Statistic	Significance Value
(Constant)	1.239	1.803	.077
Employee Engagement	.367	2.758	.008
Self-Esteem	.278	1.881	.066

Dependent Parameter: Job Satisfaction

Source: Processed Data, 2026

The findings may be described as follows, according to the outcomes of the multiple linear regression analysis in Table 6 above as well as with reference to the multiple linear regression coefficient equation:

$$Y = 1.239 + 0.367X1 + 0.278X2$$

- 1) The constant (a) of 1.239 means that if the elements Employee Engagement (X1) and Self-Esteem (X2) are 0 (zero), then the parameter Job Satisfaction (Y) equals 1.239.
- 2) The value of regression coefficient (b1) is 0.367 which implies that when the Employee Engagement parameter improves by 1 (one) unit, the Job Satisfaction parameter would increase by 0.367 units.
- 3) The value of regression coefficient (b2) is 0.278, meaning if Self-Esteem parameter improves by one unit, then Job Satisfaction increases by 0.278 units.

b. Correlation Coefficient

The correlation coefficient is utilised to determine the degree and direction of the association among the parameters. The outcomes of the multiple correlation coefficient test are shown in Table 7.

Table 7. Correlation Coefficient Test Outcomes (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447 ^a	.200	.169	.41423

Predictors: (Constant), Employee Engagement, Self-Esteem
Dependent Parameter: Job Satisfaction

Source: Processed Data, 2026

According on Table 7, the correlation coefficient value of 0.447 is in the moderate category (0.40–0.599). This shows that Employee Engagement and Self-Esteem have a moderate relationship with job satisfaction.

c. Determination Coefficient (R²)

The level of capacity of distinct parameters to delineate the dependent parameter is measured using the coefficient of determination (R²). From the Table 7, R Square value is 0.200 or 20%. This means that the factors of Employee Engagement (X1) and Self-Esteem (X2) may explain the Job Satisfaction (Y) by 20% and the other 80% is impacted by other parameters beyond study model.

d. Simultaneous Test

The simultaneous test is to examine the influence of all independent factors simultaneously on the dependent parameter. Table 8 provides the test outcomes obtained using SPSS.

Table 8. Simultaneous Test Outcomes (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	2.234	1.117	6.510	.003b
Residual	8.922	.172		

Dependent Parameter: Job Satisfaction
Predictors: (Constant), Self-Esteem, Employee Engagement

Source: Processed Data, 2026

From Table 8, the F-count value is 6.510 which is larger than F-table 3.18 with a significant value of 0.003 (< 0.05). From this, H3 is approved, which suggests that concurrently Employee Engagement and Self-Esteem have a considerable influence on Job Satisfaction of Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak.

e. Partial Test (t Test)

Partial test is employed to know the influence of every independent parameter on dependent parameter. The test outcomes utilising SPSS are listed below.

Table 9. Partial Test Outcomes (t Test)

Research Parameter	Coefficients	t Statistic	Significance Value
(Constant)	1.239	1.803	.077
Employee Engagement	.367	2.758	.008
Self-Esteem	.278	1.881	.066

Dependent Parameter: Job Satisfaction

Source: Processed Data, 2026

From the findings of the partial test (t test) in table 9, the effect of each parameter Employee Engagement and Self-Esteem on Job Satisfaction of Civil Servants at Department of Cooperatives, Micro Enterprises and Trade of Pontianak are as follows:

- 1) Employee Engagement (X1) is 2.758 for t-count value and 0.008 for the sig. value at the significance level. This t-count number is larger than t-table value or $2.758 > 2.007$ and the sig. value < 0.05 or $0.008 < 0.05$. Based on this, H1 is approved. It means that the Employee Engagement parameter (X1) has a substantial influence partly on Job Satisfaction (Y).
- 2) The significance level of the Self-Esteem parameter (X2) is known that the value of t-count is 1.881 and the value of sig. is 0.066. The value of t-count $<$ t-table that is $1.881 < 2.007$ and the value of sig. > 0.05 that is $0.066 > 0.05$. Based on this, H2 is approved which means that the Self-Esteem parameter (X2) partly does not significantly influence the Job Satisfaction parameter (Y).

DISCUSSION

The Effect of Employee Engagement (X1) on Job Satisfaction (Y)

The findings of the research reveal that Employee Engagement (X1) has positive and substantial influence on Job Satisfaction (Y). This finding shows that the higher the level of employee attachment to their work, which can be seen at work enthusiasm, dedication, and emotional involvement, the higher the level of job satisfaction of Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak. Employee Engagement is a key psychological characteristic that motivates individuals to feel more significant, appreciated and happy while doing their job.

The findings of this study are consistent with studies conducted by Suhery et al. (2020), Santri et al. (2023) and Afifah et al. (2024) which shows that employee involvement has a positive and substantial influence on job satisfaction. Employees with strong organisational attachment are associated with greater job satisfaction, owing to congruence among their own values and the organisational aims. Therefore, the outcomes of this research further validate prior empirical findings and establish that employee involvement is a key determinant in enhancing job satisfaction in the public industry.

The Effect of Self-Esteem (X2) on Job Satisfaction (Y)

Unlike Employee Engagement, the partial test findings reveal that Self-Esteem (X2) has no significant influence on Job Satisfaction (Y). The outcomes reveal that the extent of self-appreciation or the evaluation that a person makes about himself or herself is not always a direct effect on employee job satisfaction. Psychological elements such as self-esteem do not seem to be as influential in job satisfaction for Civil Servants, compared to environmental factors such as work environment, organisational processes, and work engagement.

This outcome is different or contrary to the research by Yogha (2020) which states that self-esteem has an important and beneficial impact on worker job satisfaction at PT. PLN (Persero) Area Bulukumba with a strong level of a standard relationship, thus proving that self-esteem plays a crucial part in improving employee job satisfaction. The variation in findings is due to the features of the participants and the organisations evaluated. In public sector organisations, especially government institutions, work systems that are structural, procedural, and regulation-based can limit the role of self-esteem as a determining factor of job satisfaction. Thus, although self-esteem has a linear

relationship with job satisfaction, its influence is not strong enough to be a determining factor partially.

The Effect of Employee Engagement (X1) and Self-Esteem (X2) on Job Satisfaction (Y)

The simultaneous test (F test) indicates that Employee Engagement (X1) and Self-Esteem (X2) jointly have a substantial influence on Job Satisfaction (Y). This outcome suggests that while Self-Esteem does not have a substantial influence partially, the existence of Self-Esteem along with Staff Engagement still helps to explain the difference in Job Satisfaction. This is supported by the value of the coefficient of determination (R²) of 0.200 which indicates that both of the independent parameters concurrently are able to account for 20% of the variance in job satisfaction, while the remaining 80% is impacted by other factors outside the study model.

The findings of this study are consistent with the research of Suhery et al. (2020) and Santri et al. (2023) which shows that employee engagement and self-esteem concurrently have a strong influence on job satisfaction. However, there are differences in the outcomes of the partial testing of self-esteem in this study, which indicates that the role of self-esteem is more supportive and works synergistically with employee engagement in shaping job satisfaction, rather than as an independent main determinant. This finding strengthens the view that individual psychological factors and work engagement complement each other in influencing employee attitudes and work outcomes. Thus, the outcomes of this study indicate that increasing the job satisfaction of Civil Servants cannot rely on a single factor but requires a holistic approach that emphasizes work engagement while also considering individual psychological aspects.

CONCLUSION AND RECOMMENDATIONS

The outcomes of this research indicate that employee engagement and self-esteem concurrently have a favourable and substantial influence on the job satisfaction Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak. The findings of multiple linear regression analysis are obtained using the equation $Y = 1.239 + 0.367X_1 + 0.278X_2$. This shows that an improvement in staff engagement and self-esteem will be accompanied by an increase in employee job satisfaction. The value of the correlation coefficient of 0.447 suggests a reasonable association and the coefficient of determination of 0.200 shows that 20% of job satisfaction is explained by these two parameters while 80% is explained by another factor outside the research. In part, staff involvement has a positive and substantial influence on job satisfaction, which indicates that employee participation in work, pride in the organisation, and work dedication may boost job satisfaction. Contrary to the hypothesis, the impact of self-esteem is not substantial at partial level. The amount of participation in work is more importantly influencing the employee's job satisfaction than the individual self-assessment. Based on these outcomes, the agency is advised to increase employee engagement through good organisational communication, opportunities for employee participation, and a work environment that encourages proactive attitudes and a sense of belonging to the

organisation. In addition, employee self-development through training, competency improvement, and the provision of appreciation still needs to be carried out to support the improvement of human resource quality and job satisfaction on an ongoing basis.

ADVANCED RESEARCH

In addition, future research can expand the research object to other regional government agencies or different organisational sectors, thus allowing comparison of research outcomes in a broader organisational context. More diverse research approaches, such as the use of qualitative methods or mixed methods, can also be considered to explore more deeply the psychological and organisational factors that influence staff job satisfaction. Thus, understanding of the determinants of job satisfaction in public sector organisations can develop more comprehensively.

ACKNOWLEDGMENTS

The authors express their appreciation to all Civil Servants at the Department of Cooperatives, Micro Enterprises and Trade of Pontianak who have participated as participants in this study. Gratitude is also extended to the Faculty of Economics and Business, Universitas Muhammadiyah Pontianak for academic support during the research process. The participation of participants and institutional support have greatly contributed to the completion of this study.

REFERENCES

- Adamy, M. (2016). *Manajemen Sumber Daya Manusia, Teori, Praktek dan Penelitian*. Unimal Press.
- Adi, A. N., & Fithriana, N. (2018). *Employee Engagement (Pada Sektor Bisnis dan Publik)*. CV. IRDH.
- Afifah, S. N., Muttaqin, R., & Siddiq, A. M. (2024). Pengaruh Employee Engagement, Disiplin Kerja, dan Lingkungan Kerja Terhadap Kepuasan Kerja PT. Kimia Jaya Utama Kota Bandung. *eCo-Buss*, 7(2), 1493-1505.
- Anisya, D., Muttaqien, Z., & Dewi, A. S. (2022). Quality of Work Life dan Self-Esteem pada Tingkat Absensi Karyawan. *IMKA:Implementasi Manajemen dan Kewirausahaan*, 2(2), 161-175.
- Budiyanto, A. (2021). Pengaruh Self Esteem, Self Efficacy, Kepuasan Kerja dan Pengembangan Karir terhadap Kinerja Karyawan pada PT Neotekno Nusantara. *Jurnal Manajemen Bisnis*, 24(3), 297-315.
- Busro, M. (2017). *Manajemen Sumber Daya Manusia*. Expert.
- Febriansyah, H., & Ginting, H. (2020). *Dimensi Employee Engagement*. Prenada.
- Indirasari, I., & Mardiana. S. (2022). Pengaruh Work Life Balance dan Employee Engagement terhadap Kinerja Pegawai pada PT Bank. Mandiri (Persero) Tbk. Outlet Prioritas Jakarta Pondok Indah. *Jurnal ARASTIRMA*, 2(2), 245-256.

- Indrasari, M. (2017). *Kepuasan Kerja dan Kinerja Karyawan*. Indomedia Pustaka.
- Indriyani, J., Kusniawati, A., & Kader, M. A. (2020). Pengaruh Self Esteem dan Self Efficacy terhadap Kepuasan Kerja Karyawan (Studi pada Pegawai RSUD Ciamis). *Business Management and Entrepreneurship Journal*, 2(4), 53-62.
- Kilapong, S. N. (2013). Kepemimpinan Transformasional, Self Efficacy, Self Esteem Pengaruhnya terhadap Kedisiplinan Karyawan PT. Tropica Cocoprime Manado. *Jurnal EMBA*. 1(4), 141-150.
- Kosim, A., Wicaksono, B., Alimi, S., & Gunawan, A. (2023). Pengaruh Employee Engagement, Beban Kerja dan Kepuasan Kerja terhadap Tingkat Absensi Karyawan. *Remik:Riset dan E-Jurnal Manajemen Informatika Komputer*, 7(1), 281-290.
- Purnomo, R. A. (2016). *Analisis Statistik Ekonomi dan Bisnis dengan SPSS:Untuk Mahasiswa, Dosen dan Praktisi*. CV. Wade Group.
- Santri, S. P. D., Verawati, D. M., & Geovanni, A. (2023). Pengaruh Self Efficacy, Self Esteem dan Employee Engagement terhadap Kepuasan Kerja Karyawan pada Perusahaan Daerah Air Minum Kota Magelang. *Among Makarti*, 16(1), 64-77.
- Siregar, S. (2020). *Statistik Parametrik untuk Penelitian Kuantitatif:Dilengkapi dengan Perhitungan Manual dan Aplikasi SPSS Versi 17*. Bumi Aksara.
- Suardi. (2020). Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai. *Menara Ekonomi*, 6(1), 96-102.
- Sucahyowati, H., & Cahywadi, K. (2022). Pengaruh Employee Engagement Dan Motivasi Terhadap Kepuasan Kerja Karyawan Pada PT Citra Karya Persada Cilacap. *Jurnal E-Bis (Ekonomi dan Bisnis)*, 6(1), 286-296.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
- Suhery., Ravelby, T. A., Sutiyem, Linda, M. R., & Nurofik, A. (2020). Pengaruh Self Efficacy dan Employee Engagement terhadap Kepuasan Kerja Karyawan Perbankan di Padang. *Open Journal Systems*, 15(4), 4239-4248.
- Suhron, M. (2016). *Asuhan Keperawatan Konsep Diri:Self Esteem*. Unmuh Ponorogo Press.
- Susanti, N. D., Sari, M. I., & Rusdiyanto. (2022). Pengaruh Motivasi Kerja dan Employee Engagement Terhadap Disiplin Kerja Pegawai pada PT. Barokah Sholawat Inodnesia Cabang Jember. *National Multidisciplinary Sciences*, 1(3), 424-438.
- Veranita, M., & Janatun, S. (2013). Pengaruh Kepuasan Kerja terhadap Tingkat Absensi Karyawan di Bank X. *Jurnal Ekbis (Ekonomi Bisnis)*, 2(2), 1839-1849.
- Yogha, R. R. (2020). Pengaruh Self-esteem dan Lingkungan kerja terhadap kepuasan kerja Karyawan pada PT. PLN (Persero) area Bulukumba. *Jurnal Adz-Dzahab:Jurnal Ekonomi dan Bisnis Islam*, 5(2), 110-120.