The Influence of Self-Esteem and Work Engagement on The Performance of BAPENDA Employees of South Sumatra Province

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Abstract

This study aims to analyse the effect of self-esteem and work engagement on employee performance. This research uses quantitative research with an explanatory research type. The population in this study were 197 employees and leaders of BAPENDA South Sumatra Province. The sampling technique used in this study was the saturated / census sampling method. The selection of the saturated / census sampling method is carried out because all populations are considered to have certain criteria to be studied and can be reached as a whole by researchers so that the population that will be sampled in this study totals 197 people. This study uses quantitative data types, where data is collected in a structured manner through measurement instruments such as questionnaires or systematic observations. The data analysis technique in this study uses the help of SPSS software. The results showed that partially self-esteem and work engagement variables had a positive effect on employee performance variables, besides that simultaneously self-esteem and work engagement variables also had a significant effect on employee performance.

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1 Introduction

The era of globalisation is a driving factor for change. Both public institutions and business institutions are required to be able to implement the dynamics of change which is part of the strategy to make adjustments to the situation so that they can survive and have continuity. According to Fernos & Wipi (2023), Human capital is an important role that can affect the effectiveness of an organisation. If this human resource management can be implemented properly, it will create quality and compact human resources to carry out their obligations.

Bentar et al. (2017), Performance is a work output that illustrates the quality and quantity of the work process that has been carried out. The success of an organisation is highly dependent on the performance of the employees concerned in the company. The Regional Revenue Agency is an element of implementing the function of supporting the financial part and assisting tasks. The Regional Revenue Agency is led by the Head of the Agency who has a position under and is responsible to the Governor through the Regional Secretary.

Employee performance in a company is influenced by several factors, including self-esteem and work engagement. Self-esteem is an influence in everyday life and relates to how a person can judge about himself. If the behaviour of an employee sees himself as capable of doing a job and dares to express his ideas on the job, then this will have a positive impact on his performance (Pierce & Gardner, 2004; Lafrenière et al., 2011). Meanwhile, engagement is an overall concept caused by several factors, such as culture in the work environment, organisational communication, managerial style that causes trust and appreciation and leadership adopted by a company. Work engagement at work is used as a member of the organisation who carries out his job duties, works and expresses himself physically, cognitively and emotionally during work (Eliyana & Ma'arif, 2019; Kuzu & Özilhan, 2014; Sadikoglu & Zehir, 2010).

The level of education is an important aspect of creating the successful performance of employees because this background has a high influence to realise the attitude and mentality of a hard worker and professional. An active attitude when working is not based on material but aimed at productivity and achievement development. The following is data on the formal education level of employees at the Regional Revenue Agency of South Sumatra Province.

Table 1
Education Level of South Sumatra Province Regional Revenue Agency Employees in 2022

No.	Education	Gender		Total
		Male	Female	
1.	Junior High School	-	-	-
2.	High School	5	7	12
3.	Associate Degree	2	6	8
4.	Bachelor Degree	56	27	83
5.	Magister Degree	49	45	94
	Total	112	85	197

Source: South Sumatra Province Regional Revenue Agency 2023

Based on Table 1 shows the educational background of employees at the Regional Revenue Agency of South Sumatra Province. When viewed from the educational background of each employee at the Regional Revenue Agency of South Sumatra Province, it can be said to be quite good.

Government Regulation (PP) Number 30 of 2019 concerning Performance Appraisal of Civil Servants (PNS) provides a clear framework for performance appraisal of civil servants, including at the South Sumatra Province Bapenda. Civil servant performance appraisal is based on two main aspects: work results achieved in the work unit following the Employee Performance Targets (SKP), and assessment of work behaviour.

Table 2

Recapitulation of Employee Performance Target Data (PTD) for Civil Servants in South Sumatra Province Regional Revenue Agency

No.	Performance Predicate	Employee Assessment		
		PTD 2020	PTD 2021	PTD 2022
1	Very Good	84	96	119
2	Good	56	55	59
3	Enough	9	5	3
4	Poor	-	-	-
5	Very Poor	-	-	-
	Total of Civil Servants	149	156	181

Source: South Sumatra Province Regional Revenue Agency 2023

The data shows that there is an increase in the performance of civil servants in BAPENDA of South Sumatra Province. However, in 2022 there were problems faced by BAPENDA South Sumatra based on (BPK Republik Indonesia, 2023), a series of problems related to the performance of the Supreme Audit Agency of South Sumatra Representative (BPK Representative of South Sumatra) in conducting an audit of 17 City Districts and the South Sumatra Provincial Government. The results of this audit revealed some discrepancies in the calculation and payment of incentives related to local tax collection. This shows that there are problems with the performance of BAPENDA as a public organisation providing poor performance regarding lack of accuracy in recording.

According to Aprini et al. (2021), as a public institution, BAPENDA can optimise the services provided to the community, as a result, government employees have the obligation and responsibility to provide public services well and satisfy the community.

For a long time, there have been many bad impressions carried by government employees in the field of service. Services that are considered lacking can result from internal or external employees. This states that the service culture in government agencies is still not oriented towards community satisfaction as its customers. Efforts to create work implementation should be supported by devices that can work discipline, high morale and awareness of their duties and responsibilities as servants of the state and servants of the community.

To achieve the work implementation expected by the public from the Employees of the Regional Revenue Agency of South Sumatra Province, it is necessary to strengthen key elements such as consistent work discipline, high work enthusiasm, and awareness of responsibilities as servants of the state and servants of society. Therefore, improving employees' self-esteem and work engagement is crucial to improving performance.

Table 3

Assessment of the Level of Self-Satisfaction with Job Desk on South Sumatra Province Regional Revenue Agency Employees (%)

No.	Assessment	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
1.	Personal Strength	45.18	36.04	8.63	5.08	5.08	100
2.	Self-Meaning	44.16	37.06	9.14	5.08	4.57	100
3.	Virtue	35.03	30.46	15.23	10.15	9.14	100
4.	Ability	45.18	36.04	9.14	5.08	4.57	100
5.	Spirit at Work	50.76	30.46	9.14	5.08	4.57	100
6.	Dedication to Work	49.24	32.99	8.12	5.58	4.06	100
7.	Absorption	40.61	36.04	8.12	9.14	6.09	100
8.	Work Quality	45.18	35.03	9.64	5.08	5.08	100
9.	Work Quantity	35.03	46.19	5.58	9.14	4.06	100
10.	Timeliness	50.76	33.50	6.09	5.08	4.57	100
11.	Effectiveness	44.16	40.61	5.08	5.08	5.08	100
12.	Independence	36.04	47.21	4.06	8.12	4.57	100

Source: South Sumatra Province Regional Revenue Agency 2023

Table 3 is the result of the assessment of the level of self-satisfaction of BAPENDA employees of South Sumatra Province towards various aspects of work in 2024. This data provides an overview of how satisfied BAPENDA employees of South Sumatra Province are with their work in various aspects. This self-satisfaction evaluation can be an important indicator of understanding the needs and desires of employees and improving working conditions to improve their welfare and performance. Therefore, following the background and problem formulation, this study aims to analyse the effect of self-esteem and work engagement on the performance of employees of the Regional Revenue Agency (BAPENDA) of South Sumatra Province.

2 Materials and Methods

The object of research was all employees of BAPENDA of South Sumatra Province as many as 88 samples, UPTB Palembang I as many as 38 samples, UPTB Palembang II as many as 21 samples, UPTB Palembang City III as many as 25 samples, and UPTB Palembang City IV as many as 25 samples and a total of 197 samples.

Research design

This research uses a quantitative approach with an explanatory research type. This research consists of dependent variables and independent variables. The dependent variable used is Employee Performance, while the independent variables used are Self-esteem and Work engagement (Kanten & Sadullah, 2012; Green Jr et al., 2017; Bakker et al., 2012). The survey method with questionnaires is research conducted to obtain facts about the phenomena that exist in the object of research and seek information systematically, whereas the data collection method uses primary data, namely by questionnaire.

The data sources used in this study are primary data and secondary data. Primary data in this study uses a questionnaire that will be distributed to the object of research, namely employees of BAPENDA South Sumatra Province. In this study, the secondary data source is in the form of documents that can provide information about the variables to be studied, which can be in the form of absenteeism or the level of tardiness of employees who are the object of research. Data collection is based on respondents' answers and responses to statements submitted by researchers on questionnaires.

Data analysis technique

This study uses multiple linear regression analysis, previously conducted validity test and reliability test on research data, then conducts hypothesis testing through a t-test to test and analyse the relationship partially, and conducts F-test to identify the relationship simultaneously. The analysis of meaningfulness in this study is used through the coefficient of determination (R square) test. The data will be processed with a statistical test tool, SPSS.

Operational definition of variables

Table 4
Operational Definition of Variable

Variable	Dimension	Indicator	Questionnaire Items	Conversion Scale
Self-esteem (X1)	Strength	1. Have an impact on others	P1	
		2. Trustworthy	P2	
Coopersmith (1965)		3. Able to control own personality	P3	
	Self-Meaning	1. Show affection with others	P4	Interval
		2. Feel precious	P5	
	Virtue	1. Accepted by group members	P6	
		2. Comply with the regulation	P7	

Variable	Dimension	Indicator	Questionnaire Items	Conversion Scale
	Ability	1. Own abilities	P8	
		2. Handle the problems on your own	P9	
Work engagement (X2)	*Vigor/ Spirit at Work*	1. Spirit at Work	P10	
		2. Desiring to try	P11	
		3. Adaptability and Willing to learn new things	P12	
Schaufeli & Bakker (2004)				Interval
	Dedication	1. Responsibility at work	P13	
		2. Proud	P14	
		3. Be useful to others	P15	
	Absorption	1. Integrity on work	P16	
		2. Time	P17	
		3. Concentration	P18	
Employee Performance (Y)	*Quality*	1. Conformity and standards	P19	
		2. Precision	P20	
		3. Neatness	P21	
Robbins (2015)	*Quantity*	1. Conformity in target	P22	
		2. Beyond the target	P23	
	Timeliness	1. Timely attendance	P24	Interval
		2. Timely Completion	P25	
		3. Utilization time	P26	
	Effectiveness	1. Effective	P27	
		2. Efficient	P28	
	Independence	1. Willingness to work	P29	
		2. Initiative	P30	

source: researcher (2024)

3 Results and Discussions

Descriptive Statistical Analysis

Descriptive analysis was carried out to understand the characteristics and responses of respondents to each statement. This analysis includes a description of the data from each processed variable, such as the minimum, maximum, average, and standard deviation values.

$$\textbf{Interval value} = \frac{(\textbf{highest limit value} - \textbf{lowest limit value})}{\textbf{total value used}}$$
$$= \frac{(5-1)}{5}$$
$$= 0,8$$

The level of each item of the respondent's response is measured using the guidelines from Sugiyono (2018), shown in the following table:

Table 5
Criteria of Variable

Average Index	Criteria of Variable
1,00 – 1,80	Very Low / Strongly Disagree
1,81 – 2,60	Low / Disagree
2,61 – 3,40	Middle / Neutral
3,41 – 4,20	High / Agree
4,21 – 5,00	Very High / Strongly Agree

Source: Sugiyono, (2019)

Table 6
Descriptive Statistic Test Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Self-esteem	197	27	45	3,841	4,105
Work engagement	197	29	45	3,880	3,808
Employee Performance	197	38	60	5,150	4,634
Valid N	**197**				

Source: researcher (2024)

The table is explained in more detail below:

Self-esteem

The results of respondents' assessment of the Self-esteem variable resulted in the smallest answer value (minimum) of the respondents being 27 and the largest answer value (maximum) of the respondents being 45. Meanwhile, the average (mean) value of respondents' assessment of the Self-esteem variable is 3.841 with a standard deviation of 4.105. Based on this average value, it can be concluded that on a scale of 1-5, the range of respondents' responses to the Self-esteem variable is on neutral criteria.

Work engagement

The results of respondents' assessment of the work engagement variable resulted in the smallest answer value (minimum) of respondents being 29 and the largest answer value (maximum) of respondents being 45. While the average value (mean) of the respondent's assessment of the work engagement variable is 3.880 with a standard deviation of 3.808. Based on this average value, it can be concluded that on a scale of 1-5, the range of respondent's responses to the Work engagement variable is on neutral criteria (Lestariasih & Dewi, 2021).

Employee performance

The results of the respondent's assessment of the Employee Performance variable resulted in the respondent's minimum answer value of 38 and a maximum answer value of 60. While the average value of respondents' assessment of the tax volunteer variable is 5.150 with a standard deviation of 4.634. Based on this average value, it can be concluded that on a scale of 1-5, the range of respondents' responses to the taxpayer compliance variable is in the strongly agreed criteria.

Research instrument testing

Data were collected using a survey instrument in the form of a two-part questionnaire. The first part aimed to collect respondents' identity information, while the second part included various indicators related to the research variables.

Each indicator in the research variables was given a choice using a five-point Likert scale. After the data were collected, validity and reliability tests were conducted to ensure the appropriateness of the data for further analysis.

Validity Test

Ghozali & Ratmono (2018), The validity test aims to determine whether the statements in the questionnaire are valid for measuring and collecting research data from respondents. The validity test is carried out using Pearson Correlation, namely by comparing the calculated r value with the r table. The value of the r table is obtained from the degree of freedom (df) calculated by subtracting the number of samples from the number of variables studied (df = N - k), in this case (df = 197 - 2), so that df = 195. From this, the r table value is obtained as 0.139 at the 5% significance level. If the value of the r count is greater than the r table (r count> 0.139), then the statement item is considered valid and suitable for use as a measuring tool.

Table 7
Self-Esteem Validity Test Results

Statement Items	r count	r table	Details
X1.1	0,671	0,139	Valid
X1.2	0,697	0,139	Valid
X1.3	0,830	0,139	Valid
X1.4	0,772	0,139	Valid
X1.5	0,768	0,139	Valid
X1.6	0,792	0,139	Valid
X1.7	0,757	0,139	Valid
XI. 8	0,578	0,139	Valid
X1.9	0,682	0,139	Valid

Source: researcher (2024)

Table 8 shows that the statement indicators on the Self-esteem variable are declared valid. This is because all statement items on the Self-esteem variable produce a calculated r value greater than the r table.

Table 8
Work Engagement Validity Test Results

Statement Items	r count	r table	Details
X2.10	0,787	0,139	Valid
X2.11	0,819	0,139	Valid
X2.12	0,756	0,139	Valid
X2.13	0,753	0,139	Valid
X2.14	0,808	0,139	Valid
X2.15	0,686	0,139	Valid
X2.16	0,759	0,139	Valid
X2.17	0,757	0,139	Valid
X2.18	0,623	0,139	Valid

Source: researcher (2024)

Table 9 shows that the statement indicators on the Work engagement variable are declared valid. This is because all items of statement on the Work engagement variable produce a value of r count greater than r table.

Reliability Test

Ghozali & Ratmono (2018), The reliability test aims to assess whether a questionnaire is reliable or not. If the respondent's answer is stable or consistent when the measurement is repeated, then the questionnaire is considered

reliable or reliable. A construct or variable is said to be reliable if the Cronbach Alpha (α) test results show a value> 0.60. The results of the reliability test in this study can be seen in the following table:

Table 9
Reliability Test Results

Variable	*Cronbach Alpha* (α)	Details
Self-esteem	0.888	Reliable
Work engagement	0.909	Reliable
Employee Performance	0.888	Reliable

Source: researcher (2024)

Table 10 explains that the Cronbach Alpha value on the Self-esteem variable is 0.888, the Work engagement variable is 0.909 and the Employee Performance variable is 0.888. Based on the results of the reliability test on these 3 variables, it show that the statements in this research questionnaire are reliable because they have a Cronbach Alpha value> 0.60.

Classical Assumption Testing
The classical assumption tests that must be fulfilled include normality test, multicollinearity test, and heteroscedasticity test. The following are the test results of the four classical assumptions:

Normality Test

Ghozali & Ratmono (2018), The normality test aims to determine whether, in the regression model, confounding or residual variables have a normal distribution. In this study, researchers used the Kolmogorov-Smirnov test to test for normality. The residual variable is considered normally distributed if the significance value is> 0.05. The results of the normality test conducted using SPSS are shown in the following table:

Table 10
Normalities Test Results

		Unstandardized Residual
N		197
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.78524772
Most Extreme Difference	Absolute	.141
	Positive	.123
	Negative	-.141
Test Statistic		.141
Asymp. Sig. (2-tailed)[c]		.000
Monte Carlo Sig. (2-tailed)[d]	Sig.	.000
	99% Confidence Interval	
	Lower Bound	.000
	Upper Bound	.000

Source: researcher (2024)

Based on Table 11, it can be seen that the Kolmogorov-Smirnov value is 0.141, which shows that this figure is greater than the significance value of 0.05. That means the relationship between variables in this study is normally distributed, and the data is suitable for use.

Multicollinearity Test

The multicollinearity test is conducted to check whether there is a correlation between the independent variables in the regression model. Multicollinearity is tested by looking at the tolerance value and Variance Inflation Factor (VIF). If

the tolerance value > 0.10 and the VIF value < 10, then the model is considered free from multicollinearity. The following are the results of the multicollinearity test:

Table 11
Multicollinearities Test Results

Model	Collinearity Statistics	
Variable	Tolerance	VIF
Self-esteem (X_1)	0.302	3.310
Work engagement (X_2)	0.302	3.310

Source: researcher (2024)

Based on Table 12, it is known that the tolerance value for the Self-esteem and Work engagement variables is 0.302 greater than 0.10. The VIF value for the Self-esteem and Work engagement variables is 3,310 < 10. So it can be concluded that there is no multicollinearity and the regression model is suitable for use in this study.

Heteroscedasticity Test

The Heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variances from the residuals of one observation to another. In this study, the heteroscedasticity test was carried out with the Glejser Test by regressing the independent variables on the absolute value of the residuals. If the significance value between the independent variable and the absolute residual is more than 0.05, there is no heteroscedasticity problem. The results of the heteroscedasticity test are shown in the following table:

Table 12
Heteroscedasticity Test Results

Variable	Unstandardized Coefficients		Standardize Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-1.585	1.576		-1.005	.316
Self-esteem	.077	.069	.142	1.118	.266
Work engagement	.057	0.070	.103	.813	.417

Source: researcher (2024)

From the output above, it can be seen that the significance value of the three independent variables is more than 0.05. Thus it can be concluded that there is no heteroscedasticity problem in the regression model.

Multiple Linear Regression Analysis

Multiple linear regression tests were conducted to evaluate the relationship between the dependent variable, employee performance, and independent variables such as Self-esteem and Work engagement. The results of the multiple linear regression analysis in this study can be found in the following table:

Table 13
Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients		Standardize Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	21.685	2.507		8.650	.000
Self-esteem	.737	.109	.585	6.742	.000
Work engagement	.238	.112	.185	2.131	.034

Source: researcher (2024)

Based on Table 14, the multiple linear regression results are obtained, namely:
KP   = 21.685 + 0.737 + 0.238

Description:
KP   = Employee Performance
α   = Constant
$\beta_{1,2}$ = Value Change Coefficient
SE   = *Self-esteem*
WE   = *Work engagement*

The equation shows the effect of the independent variable (X) on the dependent variable (Y), which is interpreted:
  a) The value of α or constant is 21,685, this means that in the presence of self-esteem and work engagement, the constant value of the employee performance variable is 21,685.
  b) The coefficient of the self-esteem variable is 0.737, which means that the self-esteem variable has a positive influence on employee performance. This means that every 1 increase in the self-esteem variable will affect employee performance by 0.737, assuming that other variables are not examined in this study.
  c) The work engagement variable coefficient of 0.238 means that the work engagement variable has a positive influence on employee performance. This means that every 1 increase in the work engagement variable will affect employee performance by 0.238 assuming that other variables are not examined in this study.

Hypothesis Testing
Statistical Test t (Partial Test)

The t-test is conducted to determine whether the independent variable partially or individually affects the dependent variable. The t-test is based on the probability value, where if the significance value is smaller than 0.05, the proposed hypothesis is accepted. Conversely, if the significance value is greater than 0.05, the hypothesis is rejected. In addition, the t-test can also be seen by comparing the calculated t value with the t table. The t table value is obtained from the calculation of df = N-k-1, namely df = 197-2-1 = 194. With a significance level of 0.05, the t-table value at df 194 is 1.652. The following are the results of the t-test on the effect of Self-esteem and Work engagement on Employee Performance:

Table 14
Partial Test Results

Model		t	Sig.	Details
1	*Self-esteem*	6.742	0.000	Accepted
2	*Work engagement*	2.131	0.034	Accepted

Source: researcher (2024)

Based on Table 15, it can be seen that:
  a) The self-esteem variable has a positive t value of 6.742> 1.652 and a significance value of 0.000 smaller than 0.05. It can be concluded that H1 is accepted, which means that there is a positive and significant influence on employee performance.
  b) The work engagement variable has a positive t value of 2.131> 1.652 and a significance value of 0.034 is smaller than 0.05. It can be concluded that H2 is accepted, which means that there is a positive and significant influence on employee performance.

Simultaneous Test (F-Test)

The simultaneous test aims to determine whether all identified independent variables (application of financial information systems, and internal control) are appropriately used to predict the accountability of village funds together. This test is often also called the F-test. The results of the F-test in this study can be seen in the following table:

Sariza, M. N. A., Zunaidah, Z., Hadjri, I., & Widiyanti, M. (2024). The influence of self-esteem and work engagement on the performance of BAPENDA employees of South Sumatra Province. International Research Journal of Management, IT and Social Sciences, 11(4), 144–158. https://doi.org/10.21744/irjmis.v11n4.2455

Table 15
Simultant (F) Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.666.762	2	2.833.381	122.473	.000
2	Residual	4.488.125	194	23.135		
	Total	10.154.887	196			

Source: researcher (2024)

The results of the F test (Ftest) show that the significance value of the P value is 0.000 which is smaller than $\alpha = 0.05$, this means that the model used in this study is feasible. These results mean that all independent variables can predict or explain the phenomenon of Employee Performance. In other words, there is a simultaneous influence of the variables Self-esteem, and Work engagement on Employee Performance.

Coefficient of Determination

The coefficient of determination test is used to measure the extent to which the model's ability to explain variations in the dependent variable. The coefficient of determination ranges from zero to one. A value close to one indicates that the independent variables provide almost all the information needed to predict variations in the dependent variable. The following is the value of determination determined using the Adjusted R Square value:

Table 16
Coefficient of Determination (R^2) Test Results

R	R Square (R^2)	Adjusted R Square (R^2)	Std. Error
0,747[a]	0,558	0,553	4,80985

Source: researcher (2024)

Correlation Coefficient

According to Arikunto (2013), the correlation coefficient test is carried out to determine how much linear influence the independent variable has on the dependent variable to be studied in this study. The correlation coefficient (r) has a value between -1.00 and +1.00. If the value of r approaches 1.00, it means that the stronger the relationship between the independent variable and the dependent variable, and vice versa. The following is the correlation coefficient value between the Self-esteem and Work engagement variables on the performance of Bapenda employees in South Sumatra province:

Table 17
Correlation between Self-Esteem Variable with Employee Performance

Correlations

		totalx1	totaly
totalx1	Pearson Correlation	1	.674[**]
	Sig. (2–tailed)		.000
	N	197	197
totaly	Pearson Correlation	.674[**]	1
	Sig. (2–tailed)	.000	
	N	197	197

**. Correlation is significant at the 0.01 level (2–tailed).

The results of the correlation test between self-esteem and Employee Performance in the table above show the correlation coefficient between self-esteem and Employee Performance of 0.674 at a significance level of α 5%. So it can be said that the relationship between self-esteem and Employee Performance has a strong relationship. The correlation coefficient (+) means that there is a relationship between self-esteem and employee performance. The table above shows that sig. (2-tailed) or one-sided significance shows some 0.000. This shows that there is a significant relationship between self-esteem and Employee Performance because α < 0.05 (0.000 < 0.05).

Table 18
Correlation between Work Engagement Variable with Employee Performance

Correlations

		totalx2	totaly
totalx2	Pearson Correlation	1	.740**
	Sig. (2-tailed)		.000
	N	197	197
totaly	Pearson Correlation	.740**	1
	Sig. (2-tailed)	.000	
	N	197	197

**. Correlation is significant at the 0.01 level (2-tailed).

The results of the correlation test between work engagement and employee performance in the table above show the correlation coefficient between work engagement and employee performance of 0.740 at a significance level of α 5%. So it can be said that the relationship between work engagement and employee performance has a strong relationship. The correlation coefficient (+) means that there is a relationship between work engagement and employee performance. The table above shows that sig. (2-tailed) or one-sided significance shows some 0.000. This shows that there is a significant relationship between self-esteem and employee performance because α < 0.05 (0.000 < 0.05).

The effect of self-esteem on the performance of employees of the Regional Revenue Agency of South Sumatra Province (BAPENDA) of South Sumatra Province

Based on the results of data processing and analysis used to test H1 regarding the effect of self-esteem variables on employee performance, shows that self-esteem variables can have a positive influence on employee performance. This means that the self-esteem possessed by BAPENDA employees of South Sumatra Province provides support for their performance.

Samsuar (2019), in general, attribution theory explains behaviour in a person. Referring to attribution theory can find out the process when individuals interpret events, reasons, and causes based on the behaviour that is carried out. In this context, attribution theory can be used to understand how self-esteem affects employee performance. When employees have high self-esteem, they tend to interpret workplace events and challenges more positively.

Self-esteem in organisations explains the closeness of employees' relationship with their organisation. Feelings of failure and uselessness generally arise because individuals do not have a good understanding of their strengths and weaknesses. In the context of this research, employees of BAPENDA South Sumatra Province have been able to focus on optimising their strengths for performance improvement. On the other hand, the management of BAPENDA South Sumatra proactively explores and utilises the talents and strengths of employees that can support their performance. These two aspects show how self-esteem can affect work engagement and ultimately employee performance.

The results of this study are in line with research conducted by Hasan et al. (2023), entitled 'The Effect of Self Efficacy, Self Esteem and Work Engagement on the Performance of the Rapid Response Team of the Regional Disaster Management Agency and New Regency Disaster Management Volunteers' revealed that Self-esteem has a positive and significant effect on the performance of the Rapid Response Team of the Regional Disaster Management Agency and New Regency Disaster Management Volunteers. This means that self-esteem has a unidirectional relationship with performance. These results indicate that high self-esteem can improve performance.

The effect of work engagement on employee performance of the South Sumatra Province Regional Revenue Agency (BAPENDA) South Sumatra Province

Based on the results of data processing and analysis used to test H2 regarding the effect of work engagement variables on employee performance, it shows that work engagement can have a positive influence on employee performance. This means that work engagement owned by Bapenda employees of South Sumatra Province provides support for their performance.

In general, attribution theory explains behaviour in a person. Referring to attribution theory, we can find out the process when individuals interpret events, reasons, and causes based on the behaviour that is carried out. In this context, attribution theory can be used to understand how work engagement affects employee performance. When employees have high work engagement, they tend to interpret work tasks and responsibilities more positively.

Work engagement describes an employee's level of involvement, enthusiasm, and commitment to their work. Employees who have high levels of work engagement tend to be more dedicated and motivated to achieve organisational goals. In the context of this study, employees of BAPENDA South Sumatra Province demonstrate a high level of engagement in their tasks, which contributes positively to their improved performance. The management of BAPENDA South Sumatra also plays an active role in creating a work environment that supports and motivates employees, thus increasing their work engagement. This shows that work engagement has a significant influence on employee performance.

The results of this study are in line with research conducted by Rahmayani & Wikaningrum (2022), entitled 'Analysis of perceived organizational support, supervisor support and work engagement on employee performance during the COVID-19 pandemic' where the results of his research state that work engagement has a significant positive effect on employee performance.

4 Conclusion

Based on the results of research that has been conducted, it show that self-esteem has a positive and significant effect on the performance of BAPENDA employees in South Sumatra Province. Work engagement is also found to have a positive and significant influence on the performance of BAPENDA employees of South Sumatra Province.

So it can be concluded, that self-esteem and work engagement have a significant influence on the performance of BAPENDA employees of South Sumatra Province.

Researchers provide several suggestions to BAPENDA of South Sumatra Province need to implement self-development programmes that include training on employee self-confidence and self-understanding; work engagement can be improved by creating a comfortable and supportive work environment, involving employees in decision-making, and providing clear and fair career development opportunities; and Strengthening the relationship between employees and management can be started by improving effective communication.

Researchers provide suggestions that can be taken into consideration by future researchers so that further research can be carried out in various other government agencies or the private sector to get a more comprehensive picture of the effect of self-esteem and work engagement on employee performance.

In addition to questionnaires, future research can use other methods such as in-depth interviews, observations, and case studies to obtain more in-depth and valid data. Future research can consider additional variables such as job satisfaction, motivation, leadership style, and work environment to provide a more comprehensive understanding of the factors that influence employee performance.

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