

Original article

The Effect of Servant Leadership and Workplace Spirituality on Work Engagement Mediated by Public Service Motivation at the Department of Population and Civil Registration in Gianyar District

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Abstract - Human resources are one of the factors that have a very important role in a company or organization. The decrease in work engagement resulted in the company not being able to run optimally. This study was conducted to identify and analyze the role of public service motivation in mediating servant leadership and workplace spirituality on work engagement. The population in this study were all employees of the Department of Population and Civil Registration of Gianyar Regency, amounting to 80 people consisting of 35 freelance daily workers (THL) and 45 civil servants. The method of determining the sample in this study used a saturated sample. Sampling in this study was conducted to all employees other than the head of the agency (Head of Service). This research uses the Partial Least Square (PLS) analysis technique. The results showed that servant leadership and Workplace spirituality had a positive but not significant effect on work engagement. Servant leadership and Workplace spirituality have a positive and significant effect on public service motivation. Public service motivation has a positive and significant effect on work engagement. Public service motivation partially mediates the influence of servant leadership and workplace spirituality on work engagement

Keywords - Servant Leadership, Workplace Spirituality, Public Service Motivation, And Work Engagement.

I. INTRODUCTION

A country's population is a person who lives in a region or country and has the legal right to live in that country. A country's population is a development asset that is often referred to as Human Resources (HR). Human Resources is one factor that has a very important role in a company or organization. According to Handoko (2001), Human Resources is a person who gives an organization the power, talent, effort, and creativity.

Work engagement is a positive and satisfying work attitude (Van Diarendonck, 2011). A worker who has a work attachment shows a higher enthusiasm, dedication, and absorption. (Schaufeli et al., 2006). According to Bakker et al. (2014), enthusiasm is the level of energy and endurance of an employee at work, and dedication is a positive feeling that an employee has, and absorption is an attachment in the employee's self that is immersed and concentrated at work, so it is difficult to break away from work. Christian et al. (2011) and Halbesleben (2010) found that work engagement was related to positive work attitudes, individual well-being, helpful behavior, and performance. Work engagement is the result of an individual's psychological assessment and experience related to work and resource demands (Bekker and Demerouti, 2008).

To improve work engagement within an organization, a good leader and supportive environment is needed to increase the involvement of workers and high motivations to serve the community. Servant leadership is very suitable to be applied in nonprofit organizations such as community service in government because leadership encouragement and expertise to serve are needed. In service leadership, a leader will meet the goals and needs of his subordinates to achieve the goals of an organization. Servant leadership is more concerned with the interests of his subordinates than self-interest and acts morally and humbly (Van Dierendonck, 2011).

According to Devendhrian and Welsey (2017), spiritual work does not promote a particular ideology but rather is a cultural creation that recognizes the enthusiasm of employees at work. Recognition like this is very beneficial for individuals and organizations. Employee loyalty and retention in an organization will increase so that it will reduce recruitment costs so that will increase productivity,



profitability, and growth (Khrisnakumar and Neck, 2002). Individuals will experience lower levels of stress, increased morality, greater creativity, and innovation (Daniel, 2015). According to Kinjerski and Skrypnik (2006), if an organization has implemented a program to improve workplace spirituality, then they have seen increased employee satisfaction and commitment, reduced employee turnover, and absence. Of course, this will improve the quality of workers by incurring relatively low costs. According to Saks (2011), identifying the relationship between workplace spirituality and work engagement by encouraging, acknowledging, inspiring, supporting, giving opportunities, and valuing their employees.

Public Service Motivation is an important concept that is often studied in the study of public employees that refers to general altruistic motivation to serve the interests of the community of people, nations, countries, or humanity. (Rainey and Steinbauer, 1999). An employee who has a PSM will not expect reciprocity from their service recipients. A servant leadership who places the interests of his employees above his interests will be a good role model and help improve the PSM of his employees. With high PSM, employees will feel highly dedicated and resilient at work so that they have an attachment in their work despite the pressure in their work.

The purpose of this study is as follows: 1) To analyze the effect of servant leadership on work management in the Gianyar District Disdukcapil, 2) To analyze the effect of the spiritual workplace on the work engagement in the Gianyar District Disdukcapil, 3) To analyze the effect of servant leadership on public service motivation in DisdukcapilGianyar District, 4) To analyze the effect of the spiritual workplace on public service motivation in Disdukcapil, Gianyar District., 5) To analyze the effect of public service motivation on work engagement in the Gianyar District Dismuscapil, 6) To analyze public service motivation mediates the influence of servant leadership on work management in Gianyar District Disdukcapil, 7) To analyze public service motivation mediate the influence of workplace spirituality on work engagement in Gianyar District Disdukcapil

II. REVIEW LITERATURE

A. Social Learning Theory

In social learning theory, an individual will learn in representation by observing and imitating others (Bandura, 1997). Servant leadership exemplary behavior will be observed, studied, and imitated by his subordinates when interacting with the community, customers, or coworkers. This is in line with the principle of the theory of servant leadership, whereby the serving leader will prepare the organization and its members to contribute to the wider community (Liden et al., 2008).

B. Servant Leadership

According to Hale (2007), servant leadership places the kindness of those led on the personal interests of the leader, emphasizing the behavior of leaders who focus on developing subordinates and emphasizing the glorification of a leader. Servant leadership has been shown to have a positive impact on the welfare of subordinates and is effective for the whole individual and team. Servant Leadership empowers and develops people, willing to retreat to the background and let others shine, hold subordinates accountable for their work, willing to let the past go by, dare to take risks, willing to show what they stand for, have openness to study and a willingness to admit mistakes, and work for the overall good. Based on research conducted by Van Dierendonck et al. (2017). Servant Leadership Indicators consist of (1) Empowerment, (2) Humility, (3) Standing Back, (4) Stewardship, (5) Authenticity

C. Workplace Spirituality

Workplace spirituality involves efforts to find one's main goal in life, to develop strong relationships with coworkers and other people related to work, and to have consistency or harmony between one's core beliefs and organizational values (Mitroff and Denton, 1999). Indicators of Workplace Spirituality are as follows: (1) Community, (2) Meaning at work, (3) Inner Life.

D. Public Service Motivation

Public service motivation is an individual tendency to respond to motives based primarily on public institutions (Perry and Wise 1990). Knoke and Wright-Isak (1982) state that these motives can fall into three analytically different categories, namely rational, norm-based, and affective motives. Rational motives involve actions based on maximizing individual utilities. Indicators of Public Service Motivation are as follows: (1) Attraction to Policy Making, (2) Commitment to the Public Interest, (3) Social Justice, (4) Civic duty, (5) Compassion, (6) Self Sacrifice.

E. Work Engagement

Maslach and Leiter (1997) state that attachment is characterized by energy, involvement, and efficacy, which are considered as the direct opposite of the three dimensions of fatigue, cynicism, and lack of professional efficacy, respectively. Bonded employees have an energetic and effective sense of relationship with their work activities, and they see themselves able to handle their work demands fully. Attachment is a positive, satisfying state of mind and is related to work that is characterized by enthusiasm, dedication, and absorption (Schaufeli et al., 2001). Attachment refers to a more permanent and pervasive affective-cognitive state that is not focused on a particular object, event, individual, or behavior. Indicators of Work Engagement namely: (1) Spirit (Vigor), (2) Dedication, (3) Absorption.

a) Previous Research and Hypothesis

Servant leadership prioritizes the interests of the people served first. This conscious choice was made by the servants, who finally made them leaders (Graham, 1991). Servant leadership is moral, socially responsible and emphasizes the interests and development of followers. Spirit means that an employee has a high level of energy and resilience at work, dedication means that employees have positive feelings at work such as significance, competence, and personal growth, and absorption means that employees are very attached, immersed, and concentrated in the workplace so that he felt that time passed and it was difficult to break away from work (Bakker et al., 2014).

Based on research conducted by Bou et al. (2018), they found that servant leadership can help produce employee work management. Leaders can motivate by placing the interests of followers above their interests, by engaging in moral and ethical decision-making, and by developing and guiding employees. Based on the analysis that has been presented, the hypothesis can be formulated as follows:

H1. Servant leadership has a positive and significant effect on work engagement.

The relationship between workplace spirituality and work engagement in the feelings of employees spiritually by being recognized, inspired, supported, given opportunities, and valued. Research conducted by Devendhiran and Wesley (2017) shows that the spiritual workplace has the potential to influence work engagement. Workplace spirituality is a three-dimensional factor and includes meaning in work, a sense of togetherness and harmony with organizational values, and influencing work engagement. Based on the analysis that has been presented, the hypothesis can be formulated as follows:

H2. Workplace spirituality has a positive and significant effect on work engagement.

Employees find the service leadership very attractive because the service leadership places the interests of others above their interests (Hale and Fields, 2007) and provides strength and opportunities for growth to employees (Robbins, 2013). When employees consider abdi leaders to have a quality of service, they will be motivated to learn to be like servant leadership (Mayer et al., 2012). Based on research conducted by Tuan (2016), public service motivation can be activated by servant leadership in public organizations. Servant leadership must be built in the light of dynamic joint leadership (Drescher et al., 2014). Meaning, Servant leadership must not be limited to managerial positions in public organizations but must be shared and spread through public organizations in the sense that every public servant, which goes beyond their interests and acts in the interests of stakeholders, especially the community, is a leader who serves in secret and must be fostered into servant leadership in a managerial position. Based on the analysis that has been presented, the hypothesis can be formulated as follows:

H3. Servant leadership has a positive and significant effect on public service motivation

Public Service Motivation (PSM) has shown that public sector employees are often motivated to work for state and government agencies for altruistic reasons, including serving the public and humans, asserting, "Many practitioners and public administration scholars have long claimed that public service is a special job. This work is also a central concept in the spirituality literature at work (Benefiel et al., 2014).

Based on research conducted by Farmer et al. (2019), the spiritual workplace benefits companies in the form of a sense of purpose. In addition, the spiritual workplace has a positive impact on the environment that goes beyond obedience, collaborates with the community, creates relationships with coworkers, and encourages organizational ownership

H4. Workplace spirituality has a positive and significant effect on public service motivation

Public service motivation can include competence and confidence in the goals being valued when employees are bound to see themselves able to cope with their work demands (Llorens et al., 2007). Based on the research of Brewer et al. (2012), the attitude of individuals who serve and contribute to general welfare will be vulnerable to organizational influence and positive organizational behavior. Bakker (2015) believes that employees with high motivational public services will be highly motivated and bound in their work; on the contrary, with low motivation, public services will weaken attachment. Based on research from Ugaddan (2017), Public service motivation will have a positive relationship with work engagement.

H5. Public service motivation has a positive and significant effect on work engagement

Greenleaf (1977) indicates that the best test of servant leadership is whether his followers will be his servants. In line with Liden et al. (2008), he argues that service leadership prepares the organization and its members to contribute to a larger society. One study has shown that servant leadership triggers a service cycle with role modeling behavior roles which are then reflected through the behavior of helping high-quality coworkers and customer service (Hunter et al., 2013).

Research conducted by Bou et al. (2018) on public service motivations that mediate the relationship between the influence of the Leadership service on work engagement shows an insignificant effect of mediation

H6. Public service motivation mediates the influence between servant leadership and work engagement

Based on research from Mitroff and Denton (1999), Workplace spirituality will find the main goal of someone in developing a strong relationship with their colleagues. With encouragement, recognition, inspiration, support, opportunities, and appreciation, work engagement will grow through workplace spirituality (Saks, 2011). Public service

motivation can include competence and confidence in the goals being valued when employees are bound to see themselves able to cope with their work demands (Lorens et al., 2007).

The mediating effect of public service motivation on the influence of this spiritual workplace and work engagement is rarely tested. Based on the analysis that has been presented, the hypothesis can be formulated as follows:

H7. Public service motivation mediates the influence between workplace spirituality and work engagement

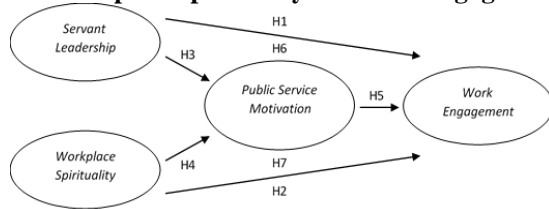


Fig. 1 Framework Conceptual

III. METHOD

This study uses a quantitative and quantitative approach. Variables that can be identified in this study are (1) exogenous: are Servant Leadership (X1) and Workplace Spirituality (X2) (2) Mediation variables: Public Service Motivation (M); (3) endogenous variables: Work Engagement (Y). Data collection used in this study uses the Gianyar District Population and Civil Registration questionnaire and questionnaire. The data obtained from this secondary source is in the form of an organizational structure and attendance records that have been arranged in the archive. The questionnaire was distributed in the form of a google form which would be distributed through the line, WhatsApp, or other social media to respondents. Data collection techniques are taken with data collection techniques with observations, interviews, and questionnaires. The population of this study was all 80 Gianyar County Disduscapil employees consisting of 35 Release Daily Staff (THL) staff and 45 PNS staff. This study uses the validity Test technique, Reliability Test, and Inferential Statistical Analysis

IV. RESULT

Characteristics of respondents

Table 1. Description of respondent's assessment of research variables

No.	Note	Classification	Total	Percentage (%)
1	Age	21 - 30 Year	21	26,25
		31 - 40 Year	22	27,5
		41 - 50 Year	20	25
		51 - 60 Year	17	21,25
2	Marital Status	Not Married	12	15
		Maried	68	85
3	Gender	Male	53	66,25
		Female	27	33,75
4	Last Education	Senior High School	30	37,5

		Vocational School	5	6,25
		D1	1	1,25
		D2	1	1,25
		D3	2	2,5
		S1	37	46,25
		S2	4	5
		S3	0	0
5	Years of service	0 – 5 Year	12	15
		6 – 10 Year	41	51,25
		11 – 15 Year	14	17,5
		16 – 20 Year	2	2,5
		21 – 25 Year	1	1,25
		26 – 30 Year	9	11,25
		31 Year	1	1,25
Total			80	100

Based on Table 1, the total number of respondents was 80 people. Judging from the sex, the majority of female respondents were 27 people, 33.75%, while the majority of male respondents were 53 people, 66.25%. The result means that the majority of more respondents are men discriminant validity.

Convergent validity can also be seen from the Average Variance Extracted (AVE) value. In this study, the AVE values in Table 2 were all items above 0.5, which meant that the convergence validity requirements were met.

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Correlation			
		Public Service Motivation (M)	Servant Leadership (X1)	Work Engagement (Y)	Workplace Spirituality (X2)
Public Service Motivation (M)	0,826	1,000	0,796	0,923	0,783
Servant Leadership (X1)	0,809	0,796	1,000	0,840	0,730
Work Engagement (Y)	0,808	0,923	0,840	1,000	0,843
Workplace Spirituality (X2)	0,827	0,783	0,730	0,843	1,000

Source: data processed, 2021

Measurement of reflexive indicators based on cross-loading with latent variables. Another model is by comparing the square root of Average Extracted (AVE) values of each construct with correlations between constructors. If the initial measurement values of the two models are better than the

other construct values, then it can be concluded that the contra bu has a good discriminant validity value or vice versa. Accordingly, it is recommended that the measurement value should be greater than 0.50.

Table 2 shows that the square root value of AVE (0.826; 0,808; 0,809; 0,827) is greater than the correlation of each construct. Thus it can be said that the model has no problems being seen from discriminant validity.

The results of cross-loading are presented in table 2, and it can be seen that each indicator has the largest outer loading when connected to its endogenous indicator. This shows that each indicator has precisely explained each endogenous variable. This proves that based on the discriminant validity of all indicators is valid.

Composite Reliability indicator

Table 3. Composite Reliability Value

No	Variable	Cronbach's Alpha	Composite Reliability	Remarks
1.	Public Service Motivation (M)	0,991	0,992	Reliable
2.	Servant Leadership (X1)	0,986	0,987	Reliable
3.	Work Engagement (Y)	0,985	0,986	Reliable
4.	Workplace Spirituality (X2)	0,990	0,990	Reliable

Table 3 shows that all variables having a composite release value above 0.7 are thus declared reliable. The next test stage is the feasibility of the measurement model can be known after bootstrapping. Results after bootstrapping can be seen in Figure 2.

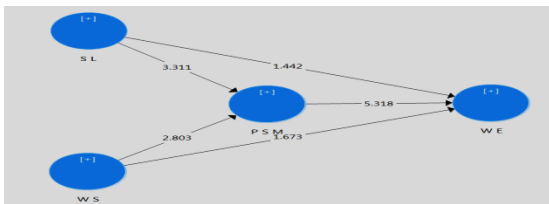


Table 4. Path Coefficients, Mean, STDEV, T-Statistic, P-Value

Construct	Path Coefficient	t-statistics	p-values
Public Service Motivation -> Work Engagement	0,555	5,318	0,000
Servant Leadership -> Public Service Motivation	0,481	3,311	0,001
Servant Leadership -> Work Engagement	0,213	1,442	0,150

Work Engagement			
Workplace Spirituality -> Public Service Motivation	0,431	2,803	0,005
Workplace Spirituality -> Work Engagement	0,253	1,673	0,095

Source: data processed, 2021

In Table 4, it can be known that all indicators are significant to the variance because the results of the calculation of hypotheses 1.2 and hypothesis 4 are accepted, while hypotheses 3 and 5 are rejected because of significance greater than 0.05.

Inner Model Evaluation

The inner Model evaluation aims to find out the goodness of fit model by method

Table 5. R-Square (R²) Value Endogen variable

Variable	R-Square	
	Value	Criteria
Work Engagement	0,720	Strong
Public Service Motivation	0,905	Strong

Source: data processed, 2021

Table 85 shows that the R-Square (R²) values of all variables are more than 0.50, so that they fall into strong criteria, it can be said that the model formed is considered quite strong. The value of R-square (R²) is greater than 0.50, categorized by a strong model.

Next, to measure the level of observation value obtained by a model and also its parameter, then the Q-square value can be calculated by:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) \dots \dots \dots (1)$$

$$Q^2 = 1 - (0.009)$$

$$Q^2 = 0.91 \text{ or } 91\%$$

The Q-Square (Predictive Relevance) calculation produces a value of 99%, which can be interpreted that the model has very good values. Meaning 91% of relationships between variables can be explained by the model. Based on the above calculation results, it can be continued with an analysis of hypothesis testing.

A. Hypothesis Testing Results

Table 6. Results of direct effect test

Variable	Direct Effect	
	Path Analysis	t-statistics
Public Service Motivation -> Work Engagement	0,555	5,318
Servant Leadership -> Public Service Motivation	0,481	3,311
Servant Leadership -> Work Engagement	0,213	1,442

<i>Engagement</i>		
Workplace Spirituality -> Public Service Motivation	0,431	2,803
Workplace Spirituality -> Work Engagement	0,253	1,673
Variable	Indirect Effect	
Servant Leadership -> Public Service Motivation-> Work Engagement	0,267	2,504
Workplace Spirituality -> Public Service Motivation -> Work Engagement	0,239	2,801
	Total Effect	
Public Service Motivation -> Work Engagement	0,555	5,318
Servant Leadership -> Public Service Motivation	0,481	3,311
Servant Leadership -> Work Engagement	0,480	2,752
Workplace Spirituality -> Public Service Motivation	0,431	2,803
Workplace Spirituality -> Work Engagement	0,493	2,782
VAF -> indirect Effect / Total effect (0,267/0,480)	0,556	
VAF -> Indirect Effect / Total effect (0,239/0,493)	0,484	

In testing the direct effect, the coefficient value between servant leadership variables on job involvement is 0.213, with a value of t-statistic is 1.442. The addition of the public service motivation variable as a mediating variable has a different effect on the direct relationship of servant leadership to work involvement. Based on table 5.14 presented, the VAF value is 0.556, which means that the role of public service motivation as a mediating variable is 55.6 percent. This shows that public service motivation has a role as a partial mediation in the relationship between servant leadership and job involvement. The better the servant leadership in an organization, the higher the motivation for public services, which triggers work involvement in the organization. This follows the hypothesis that public service motivation mediates the influence of servant leadership on job involvement so that the hypothesis is proven.

In testing the direct effect, the coefficient value between the workplace spirituality variables on work engagement is 0.253 with the at-statistics value of 1.673. The addition of the public service motivation variable as a mediating variable has a different effect on the direct relationship of workplace spirituality to work engagement. Based on table 5.14 that has been presented, the VAF value is 0.484, which means that the role of public service motivation as a mediating variable is 48.4 percent. This shows that public service motivation has a role as a partial mediation in the relationship between workplace spirituality and work engagement. The better the workplace spirituality in an organization, the higher the

public service motivation will result in increased work engagement within the organization. This is by the hypothesis that public service motivation mediates the effect of workplace spirituality on work engagement so that the hypothesis is proven

V. DISCUSSION

Based on the results of the study, there is a positive influence between servant leadership and work engagement, but it is not significant. Good or bad servant leadership in an organization will not affect work engagement in an organization. This is evident from the results of research at the Department of Population and Civil Registration of Gianyar Regency, which shows that good or bad servant leadership does not affect work engagement. This result is different from the research conducted by Bou et al. (2018), who found that servant leadership can help generate employee work engagement. Leaders can motivate by placing followers' interests above their own, by engaging in moral and ethical decision-making, and by developing and guiding employees. Therefore, the first hypothesis that servant leadership has a positive and significant effect on work engagement is rejected.

Based on the results of the study, there is a positive influence between workplace spirituality and work engagement, but it is not significant. Good or bad workplace spirituality in an organization will not affect work engagement within an organization. This is evident from the results of research at the Department of Population and Civil Registration of Gianyar Regency, which shows that the goodness and badness of workplace spirituality do not affect work engagement. This result is different from research conducted by Devendhiran and Wesley (2017); they show that workplace spirituality has the potential to affect work engagement. Workplace spirituality is a three-dimensional factor and includes meaning in work, a sense of community, and alignment with organizational values, as well as influencing work engagement. Therefore, the second hypothesis that workplace spirituality has a positive and significant effect on work engagement is rejected.

Based on the research results, there is a positive and significant influence between servant leadership and public service motivation. The better the servant leadership in an organization, the higher the public service motivation in an organization. This is evident from the results of research at the Department of Population and Civil Registration of Gianyar Regency, which shows that high servant leadership results in higher public service motivation. In line with the research conducted by Tuan (2016), public service motivation can be activated by servant leadership in public organizations. Therefore, servant leadership must be built, not only on current managers from all levels of the organizational pyramid through leadership training and leadership performance indicators but also on future generations of leaders through succession planning.

Based on the results of the study, there is a positive and significant influence between workplace spirituality and public service motivation. The better the workplace spirituality in an organization, the higher the public service motivation in an organization. This is evident from the results of research at the Department of Population and Civil Registration of Gianyar Regency, which shows that high workplace spirituality results in higher public service motivation. In line with research conducted by Farmer et al. (2019), workplace spirituality provides benefits to companies in the form of a sense of purpose. This positive impact has the potential to encourage public service motivation and resonate with a sense of calling to start or continue a service career at similar institutions such as the public or private energy sector. Therefore, the fourth hypothesis, namely work spirituality, has a positive and significant effect on public service motivation.

Based on the results of the study, there is a positive and significant influence between public service motivation and work engagement. The better the public service motivation in an organization, the higher the work engagement in an organization will be. This is evident from the results of research at the Department of Population and Civil Registration of Gianyar Regency, which shows that high public service motivation results in higher work engagement. In line with research from Ugaddan (2017), public service motivation will be positively related to work engagement. Therefore, the fifth hypothesis, namely public service motivation, has a positive and significant effect on work engagement.

Based on the results of the study, adding mediating variables has a different effect on the direct relationship of servant leadership to work engagement. This shows that public service motivation has a role as a partial mediation in the relationship between servant leadership and work engagement. The better the servant leadership in an organization, the higher the public service motivation will result in increased work engagement within the organization³. This follows the hypothesis that public service motivation mediates the influence of servant leadership on work engagement so that the hypothesis is proven. This result is different from the research conducted by Bou et al. (2018), which states that the mediating effect of public service motivation on the relationship between the influence of servant leadership on work engagement is not significant.

Based on the research results, adding mediating variables has a different effect on the direct relationship between workplace spirituality and work engagement. The results of this study complement the research from Saks (2011), which states that with encouragement, recognition, inspiration, support, opportunities, and rewards, work engagement will grow through workplace spirituality.

VI. CONCLUSION

Based on the results of the study, several conclusions were obtained in the study as follows:

1. Servant leadership and Workplace spirituality have a positive but not significant effect on work engagement. This means that good or bad servant leadership and Workplace spirituality in an organization will not affect work engagement within an organization.
2. Servant leadership and Workplace spirituality have a positive and significant effect on public service motivation. This means that the better servant leadership and Workplace spirituality in an organization, the higher the public service motivation in an organization.
3. Public service motivation has a positive and significant effect on work engagement. This means that the better the public service motivation in an organization, the higher the work engagement in an organization.
4. Public service motivation partially mediates the influence of servant leadership and workplace spirituality on work engagement. This means that the better servant leadership and workplace spirituality in an organization, the higher the public service motivation, which results in increased work engagement within the organization.

Based on the results of the research and the conclusions above, the following are some suggestions that can be given:

1. Suggestions to the Disdukcapil of Gianyar Regency so that the leadership is clearer in providing information about the work that will be done by their employees so that every employee is motivated in completing their work so that high work engagement will be realized in this company.
2. Suggestions to the Disdukcapil of Gianyar Regency so that the leadership or the company gives awards or appreciation to employees who excel in creating a pleasant, happy working atmosphere and can increase work motivation to increase work engagement within the company.

Suggestions to the Disdukcapil of Gianyar Regency so that the company fosters a sense of loyalty to all its employees so that they are more concerned with changes in society above their interests so that in each employee, a high sense of public service motivation grows.

Suggestions to the Disdukcapil of Gianyar Regency so that the company creates a good working atmosphere so that in each employee, a sense of work engagement grows with the company. Further researchers can use other variables such as transformational leadership, job statistics, and others to measure work engagement within an organization or company.

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