

## Employee Resilience as Strengthening the Influence of Work Life Balance and Servant Leadership on Employee Engagement (Study at the Badung Regency Regional Research and Innovation Agency)



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**ABSTRACT:** An imbalance between work life and personal life can often affect the level of employee involvement in their work. On the other hand, a servant leadership style that focuses on service and care for employees can also be a factor that influences the level of involvement. This research also identifies employee resilience as a mediating variable, describing an employee's ability to overcome pressure and challenges in the work environment. The respondents in this research were employees at the Badung Regency Regional Research and Innovation Agency. The number of respondents in this study was 63 respondents using nonprobability techniques, namely saturated samples or often called total sampling. This research uses Structural Equation Modeling (SEM) analysis of the SmartPLS 3.2.8 program. The results of this research show that work life balance has a positive and significant effect on employee resilience, but servant leadership has no effect on employee resilience. Work life balance, servant leadership, and employee resilience have a positive and significant influence on employee engagement. Employee resilience is a mediating variable on the influence of work life balance on employee engagement which is partially mediated. Employee resilience is not a mediating variable on the indirect influence of servant leadership.

**KEYWORDS:** work life balance, servant leadership, employee resilience and employee engagement.

### INTRODUCTION

Employees are social creatures who have thoughts, feelings and desires that can influence their attitudes towards their work (Gusliza, 2020). The reason employees leave or withdraw from the company is because they have lost their enthusiasm for work both physically, cognitively and emotionally, which will indirectly impact their performance. Meanwhile, employees who remain in the company will experience increased work performance in carrying out their work both for themselves and the company (Kahn, et al., 2020).

Employees are one of the main actors in the organizational structure, which is due to their involvement, commitment and attachment to their work and tasks which makes the organization able to remain competitive. In order for HR to be optimal, companies must be involved with their employees (Gallup, 2021). Employee involvement with their work or what is also called work engagement is a situation where a person is able to commit to the organization both emotionally and intellectually.

Gallup (2021) says that workers with a strong work attachment to the organization, their tasks and work environment will find it easier to manage work relationships, manage stress over work pressures, and manage change. According to Boyede & Omotoye (2021), employee engagement includes the economic and strategic dimensions of human resources, where employees are inspired to be actively involved and dedicated to the company's goals and values. In this context, employee engagement arises when they show passion and enthusiasm for their tasks, encouraging them to put in extra effort to achieve organizational goals more efficiently. Employee engagement strategies are also recognized as an important component for companies that want an edge in market competition. It is considered a central strategy because it can result in increased employee performance, accomplishments, and continuous improvements in business performance.

According to Putri and Permatasari (2021:128) employee engagement is closely related to company performance outcomes. Companies that have employees with a high sense of engagement will make them feel at home working there. Work engagement with the agency will make employees work hard with positive thoughts, therefore they will complete things faster or more quickly at the agency. When

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employees have a sense of engagement, they will automatically improve their performance in line with the goals the agency wants to achieve. Gallup (2021) describes work engagement as those who work with passion and feel a deep connection with the agency and who drive innovation and advance the organization. If organizations invest in their human resources and build a complete HR management system in the organization, it will produce highly dedicated employees, in return the organization gets increased employee performance (Tensay & Singh, 2020).

Employee engagement has great significance for companies. In the concept of employee involvement, there is a relationship of mutual influence between employees and the company. This interaction is the company's responsibility to demonstrate so that business goals can be achieved. It is important to recognize that employee engagement can be seen from two perspectives, both from the company and the employees themselves. For companies, employee involvement is an important aspect because it can provide insight into employee performance, support the achievement of business goals, and optimize productivity. Understanding individual behavior in an organizational context can produce benefits in the form of increased productivity and loyalty to the company. Furthermore, for managers and company stakeholders, the opportunity to increase company value and maintain organizational balance also becomes relevant in the context of employee engagement (Dayrit & Lacap, 2020).

Meanwhile, from an employee's perspective, the engagement strategy designed by the company allows them to realize their role and contribution within the organization. This creates conditions where employees become more productive and willing to contribute their creative ideas for the betterment of the business. This happens because employees feel recognized and needed in the organizational structure, so they tend to be loyal and satisfied with their work environment.

### **LITERATURE REVIEW**

Social exchange theory, also known as social exchange theory, has emerged as a highly influential conceptual paradigm in understanding employee behavior in the corporate context. This view emphasizes mutually beneficial exchanges that create the perception of shared goals in the future. According to Bass, in Schaap (2018), social exchange theory aims to detail the relationship between leaders and employees, as well as understand the related factors. Exchanges, both positive and negative with individuals or organizations (such as leaders and organizations), have a significant impact on employee behavior and their level of commitment to achieving goals. Within the framework of social exchange theory, this interaction is seen as interdependent, where the experience gained is influenced by individual and organizational actions (Conelly et.al., 2012).

Social exchange theory asserts that individuals in organizations engage in exchange relationships with others because of the drive to obtain rewards. The relationship between behavior and the environment, especially involving people, is the center of attention, where interactions between individuals and these people form a pattern of mutual influence in terms of rewards, sacrifices and benefits (Yeşil and Dereli, 2013). This theory is the basis for company leaders to understand employee behavior, by considering the motivation and motives behind this behavior. Social exchange theory has the implication that positive treatment provided by the company can build employee commitment to provide positive responses through their performance. Fairness in exchange, where what employees receive is in line with what is given, can be explained through the lens of social exchange theory, which considers it a form of reciprocity (Schaap, 2018).

Suyekti (2019:2) explains that work-life balance can be interpreted as an indicator of the extent to which a person is involved or related in a balanced way in the various roles they have in life. This concept reflects the harmonization between demands and responsibilities in the work environment and personal life, where individuals seek a balanced proportion of time and attention given to work and non-work life, in order to achieve holistic well-being. According to Kurnia and Widigdo (2021:13), the concept of work-life balance is defined as harmonization between work activities and an individual's personal life, where each person views their responsibilities in a balanced manner in both aspects. This concept emphasizes the importance of achieving an adequate balance between work demands and personal needs, so that individuals can live their lives more harmoniously and fulfill various roles effectively.

Azim and Halawani (2020:170) explain that the concept of work-life balance is rooted in the belief that work and personal life complement each other and operate comprehensively, creating balance in individual lives. Natakusumah (2022:136) adds that work-life balance is harmonization between work and personal life, where every employee is involved with both equally. This concept emphasizes the importance of achieving harmony between work demands and personal needs to ensure an individual's holistic well-being.

In detail, the definition that work-life balance can be understood as a harmonious situation between work activities and personal life that produces satisfaction in both areas.

Harrison (2018) said that servant leadership is a field that has potential benefits that are equally important to study and apply for

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individuals and organizations. Servant leadership is a type of leadership that is very important today and is known for its ability to shape a moral culture in a modern corporate environment (Green & Leonard, 2019). According to Lemoine, et.al (2019) servant leadership is the application of servant leadership, valuable results can be achieved and helps employees achieve their goals. This differentiates servant leadership from other leadership styles that are ethical and authentic. The most comprehensive definition of servant leadership has been put forward by (Eva, et.al, 2019). This definition is based on three characteristics, namely motivation, mode and servant leadership mindset. First, motivation focuses on the internal drive to take leadership responsibility for the development of followers. Leaders provide extensive opportunities for development, including aspects of psychological, emotional and moral health, maturity and wisdom. This attitude requires maturity and firmness of mind. Second, this approach arises from giving priority to the needs, interests, and goals of followers over the personal interests of the leader. Leaders understand followers' backgrounds, values, and beliefs, so that each individual is seen as an entity with unique desires, goals, and strengths. Lastly, the servant leadership mindset refers to a shift from focusing on oneself to paying attention to others within the wider organizational scope (Eva, et.al., 2019).

### RESEARCH METHODS

#### Data

Data collection used in this research was through filling in documentation, interviews and questionnaires. Documentation is a method of collecting data by looking at literature and information stored or documented as documentary material. In this research, documentation study data is included in the Badung Regency Regional Research and Innovation Agency Profile which includes personnel data and performance reports. An interview is a data collection technique through a one-way verbal question and answer process, meaning that the questions come from the person interviewing and the answers are given by the interviewee. In this research, the interview data used were interviews with the head of the Agency, the head of the administration section, and also employees of the Badung Regency Regional Research and Innovation Agency. The results of the interview were used as background data for the research

Questionnaires are an efficient data collection method because researchers can know the targets of the variables to be measured and the results of this information (Sugiyono, 2014: 142). Questionnaires were given to respondents directly, either privately or openly. The questionnaire will contain questions regarding work life balance, servant leadership, employee resilience, and employee engagement. Researchers distributed questionnaires to respondents and based on questionnaire guidelines. The data that has been obtained will be analyzed to find out certain information.

#### Recapitulation of Research Instrument Test Results

Variable	Items	Significant Correlation	Cronbach's Alpha
<b>Work Life Balance(X1)</b>	<b>Work Interference Personal Life(X1.1)</b>		
	Time (X1.1.1)	0.892**	0.749
	Role Conflict (X1.1.2)	0.850**	
	Emotional Feelings (X1.1.3)	0.781**	
	<b>Personal Life Interference Work(X1.2)</b>		
	Time (X1.2.1)	0.764**	0.794
	Behavior (X1.2.2)	0.657**	
	Tension (X1.2.3)	0.902**	
	Energy (X1.2.4)	0.819**	
	<b>Personal Life Enhancement of Work(X1.3)</b>		
	Family support (X1.3.1)	0.812**	0.786
	Personality (X1.3.2)	0.885**	
	Attitude (X1.3.3)	0.880**	
	<b>Work Enhancement of Personal Life(X1.4)</b>		
	Organization support (X1.4.1)	0.710**	0.614
	Work orientation (X1.4.2)	0.683**	
Career path (X1.4.3)	0.794**		
Organizational climate (X1.4.4)	0.597**		

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Variable	Items	Significant Correlation	Cronbach's Alpha
	Leader sacrifice (X2.1)	0.963**	0.890
	Leaders who act honestly (X2.2)	0.721**	
	Sincere leader (X2.3)	0.547**	
	Ethical leader (X2.4)	0.943**	
	Leaders who demonstrate internal confidence (X2.5)	0.624**	
	Servant leader (X2.6)	0.943**	
	Life balance (Y1.1)	0.706**	0.705
	The spirit to continue surviving (Y1.2)	0.746**	
	Internal abilities (Y1.3)	0.821**	
	Life goals (Y1.4)	0.708**	
	Uniqueness of life (Y1.5)	0.519**	
	<b>Vigor(Y2.1)</b>		0.765
	Energy and stamina levels (Y2.1.1)	0.712**	
	<b>Servant Leadership(X2)</b>	0.896**	
	Perseverance and perseverance (Y2.1.3)	0.883**	0.616
	<b>Dedication(Y2.2)</b>		
	Sacrifice of energy, thoughts and time (Y2.2.1)	0.782**	
	A sense of meaning (Y2.2.2)	0.747**	
	Enthusiasm (Y2.2.3)	0.547**	0.838
	<b>Employee Resilience(Y1)</b>	0.763**	
	<b>Absorption(Y3.3)</b>		0.838
	Concentration (Y3.3.1)	0.917**	
	Serious (Y3.3.2)	0.772**	
	Enjoying Work (Y3.3.3)	0.946**	
	<b>Employee Engagement(Y2)</b>		

**METHODOLOGY**

The purpose of using this descriptive analysis method is to provide an overview of the demographics of research respondents (age, gender, final education), as well as descriptive research variables. Descriptive analysis of the demographics of research respondents was carried out by providing numbers both in number (frequency) and percentage. According to Sugiyono (2016:147) descriptive research is research conducted to determine the value of independent variables, either one or more variables (independent) without making comparisons or connecting them with other variables. The variables of this research are work life balance, servant leadership, employee resilience, and employee engagement. The results of distributing the questionnaire are

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then searched for the average using the formula from Husein (2011: 130), namely:

$$\text{Nilai rata - rata} = \frac{\sum (\text{Frekuensi} * \text{Bobot})}{\sum \text{Populasi} (n)}$$

After the average score is calculated, to classify the tendency of respondents' answers into a scale of range of score values from the interval group table, it is obtained by carrying out statistical calculations to determine the value weight of each element listed with the following equation:

$$\text{Nilai jenjang interval} = \frac{\text{Nilai tertinggi} - \text{Nilai terendah}}{\text{Jumlah kriteria pertanyaan}} = \frac{5-1}{5} = 0.8$$

Where the minimum index is 1, the maximum index is 5, the interval distance for the weight value is 0.8. From the class interval value, the classification boundaries (criteria) are obtained using the following research:

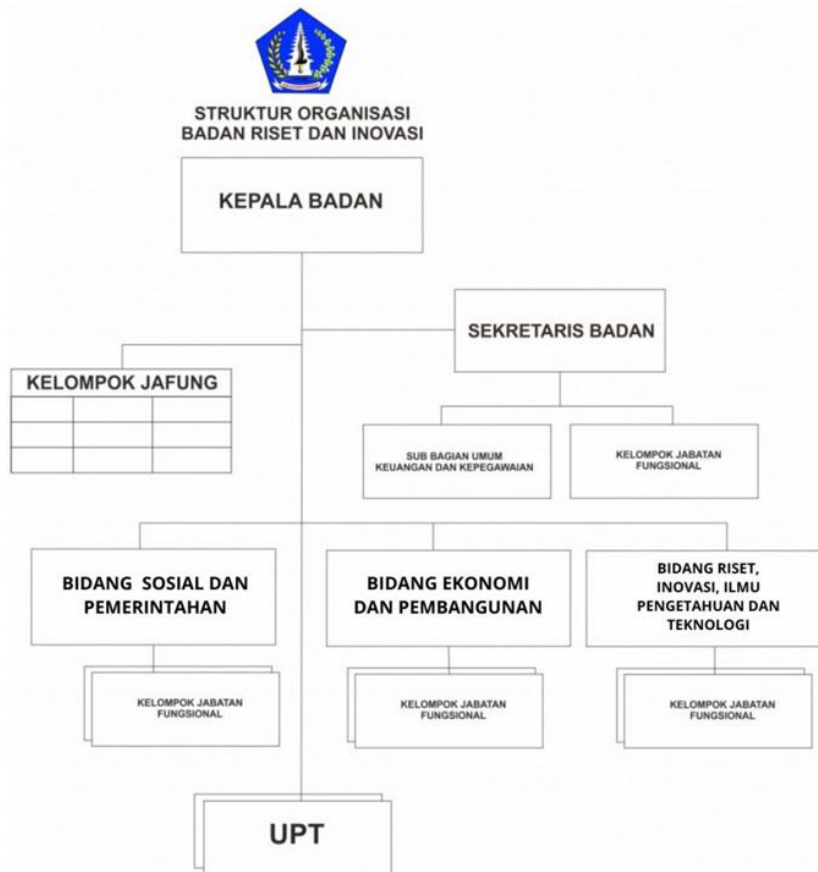
Kriteria	Kategori Penelitian
1.00 – 1.80	Sangat tidak baik; sangat tidak setuju;
1.81 – 2.60	Tidak Baik; tidak setuju
2.61 – 3.40	Kurang Baik; kurang setuju
3.41 – 4.20	Baik; setuju
4.21 – 5.00	Sangat Baik; sangat setuju;

Hair et al., 20 Inferential analysis techniques are used to test the empirical model and hypotheses proposed in this research. The analysis technique used is variance-based structural equation modeling (SEM) or component-based SEM, known as Partial Least Square (PLS). PLS is a proven analysis method, because it does not assume the data must use a certain scale, is used in small sample sizes (30-50 units or <100 units), and can also be used to confirm theory (Ghozali, 2008 in Hair et al., 2010).

### RESULTS AND DISCUSSION

The smooth operation of an organization is largely determined by the clarity of its duties and functions as determined based on Badung Regent's Regulation Number 73 of 2021 concerning Amendments to Regent's Regulation Number 33 of 2021 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus. For more details, the organizational structure of the Badung Regency Regional Research and Innovation Agency can be described as follows:

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The vision of the Badung Regency Regional Research and Innovation Agency is "to continue the happiness of the people of Badung through development based on Tri Hita Karana". Happiness is a state of mind characterized by contentment to pleasure, satisfaction with 10 (ten) essential aspects of life which include health, education, work, household income, family harmony, availability of free time, social relationships, healthy home conditions, environmental conditions, and security conditions. The characteristics of respondents shown in this research are grouped according to gender, highest level of education, age and years of work. Research data was obtained from the results of a questionnaire that was distributed to all 63 respondents.

## Respondent Characteristics

No	Karakteristik Responden	Jumlah	
		Orang	Persentase
<b>Berdasarkan Jenis Kelamin</b>			
1	Laki-laki	29	46,03
2	Perempuan	34	53,97
<b>Berdasarkan Umur</b>			
1	20 – 30 Tahun	17	26,98
2	31 – 40 Tahun	15	23,81
3	41 – 50 Tahun	21	33,33
4	Diatas 50 Tahun	10	15,87
<b>Berdasarkan Pendidikan Terakhir</b>			
1	SMA	10	15,87
2	Diploma	1	1,59
3	S-1	39	61,90
4	S-2	13	20,63
<b>Masa Kerja</b>			
1	1 - 3 Tahun	4	6,35
2	3 - 5 Tahun	38	60,32
3	Diatas 5 Tahun	21	33,33

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The work life balance variable in this research is reflected through four dimensions, namely Work Interference Personal Life (X1.1), Personal Life Interference Work (X1.2), Personal Life Enhancement of Work (X1.3), and Work Enhancement of Personal Life (X1.4). A description of work life balance can be presented in

Ukuran	Respon dalam (%)					Rerata (Mean)	Ket.
	1	2	3	4	5		
<b>Work Interference Personal Life (X1.1)</b>						<b>4,27</b>	
Waktu (X <sub>1.1.1</sub> )	0,00	0,00	0,00	68,30	31,70	4,32	Sangat Baik
Konflik Peran (X <sub>1.1.2</sub> )	0,00	0,00	0,00	74,60	25,40	4,25	Sangat Baik
Perasaan Emosional (X <sub>1.1.3</sub> )	0,00	0,00	3,20	68,30	28,60	4,25	Sangat Baik
<b>Personal Life Interference Work (X1.2)</b>						<b>4,15</b>	
Waktu (X <sub>1.2.1</sub> )	0,00	1,60	7,90	65,10	25,40	4,14	Baik
Perilaku (X <sub>1.2.2</sub> )	0,00	1,60	9,50	68,30	20,60	4,08	Baik
Ketegangan (X <sub>1.2.3</sub> )	0,00	0,00	3,20	71,40	25,40	4,22	Sangat Baik
Energi (X <sub>1.2.4</sub> )	0,00	3,20	1,60	69,80	25,40	4,17	Baik
<b>Personal Life Enhancement of Work (X1.3)</b>						<b>4,16</b>	
Dukungan keluarga (X <sub>1.3.1</sub> )	0,00	0,00	1,60	73,00	25,40	4,24	Sangat Baik
Kepribadian (X <sub>1.3.2</sub> )	0,00	0,00	3,20	73,00	23,80	4,21	Sangat Baik
Sikap (X <sub>1.3.3</sub> )	0,00	6,30	9,50	60,30	23,80	4,02	Baik
<b>Work Enhancement of Personal Life (X1.4)</b>						<b>4,16</b>	
Dukungan organisasi (X <sub>1.4.1</sub> )	0,00	1,60	1,60	76,20	20,60	4,16	Baik
Orientasi kerja (X <sub>1.4.2</sub> )	0,00	0,00	0,00	76,20	23,80	4,24	Sangat Baik
Jenjang karir (X <sub>1.4.3</sub> )	0,00	1,60	7,90	71,40	19,00	4,08	Baik
Iklm organisasi (X <sub>1.4.4</sub> )	0,00	1,60	3,20	74,60	20,60	4,14	Baik
<b>Work Life Balance (X1)</b>						<b>4,18</b>	

shows that the work life balance variable for employees at the Badung Regency Regional Research and Innovation Agency is currently still believed to be good. This is based on the mean value obtained, which is 4.18. The work interference personal life dimension received the highest response with a mean value of 4.27. Meanwhile, the personal life interference work dimension received the lowest response with a mean value of 4.15. Based on this, the most prominent work life balance among employees at the Badung Regency Regional Research and Innovation Agency tends to be work interference with personal life.

### Description of Servant Leadership Variable (X2)

The servant leadership variable in this study was measured using six indicators, namely leader sacrifice (X2.1), leader who acts honestly (X2.2), sincere leader (X2.3), ethical leader (X2.4), leader who shows internal beliefs (X2.5), and servant leaders (X2.6). The description of the servant leadership variable can be:

Ukuran	Respon dalam (%)					Rerata (Mean)
	1	2	3	4	5	
Pengorbanan pemimpin (X <sub>2.1</sub> )	0,00	0,00	3,20	65,10	31,70	4,29
Pemimpin yang bertindak jujur (X <sub>2.2</sub> )	0,00	3,20	7,90	60,30	28,60	4,14
Pemimpin yang tulus (X <sub>2.3</sub> )	0,00	0,00	11,10	69,80	19,00	4,08
Pemimpin yang etis (X <sub>2.4</sub> )	0,00	0,00	3,20	68,30	28,60	4,25
Pemimpin yang menunjukkan keyakinan internal (X <sub>2.5</sub> )	0,00	0,00	6,30	61,90	31,70	4,25
Pemimpin yang melayani (X <sub>2.6</sub> )	0,00	0,00	4,80	69,80	25,40	4,21
<b>Servant Leadership (X2)</b>						<b>4,20</b>

shows that the average score for the servant leadership variable is 4.20, which is in the good category. There are three indicators with values exceeding the average score, namely leader sacrifice of 4.29 in the very good category, ethical leaders of 4.25 in the very good category, and leaders who show internal confidence of 4.25 in the very good category. Good. And there are three indicators with values below the average score, namely leaders who serve at 4.21 are in the good category, leaders who act honestly at 4.14 are in the good category, and leaders who are sincere at 4.08 are in the good category. Based on this, the most prominent servant leadership at the Badung Regency Regional Research and Innovation Agency tends to be at the expense of the

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leader, and this shows that the Badung Regency Regional Research and Innovation Agency has good servant leadership.

### Description of Employee Resilience Variable (Y1)

The employee resilience variable in this study was measured using five indicators, namely Balance in life (Y1.1), Passion to continue surviving (Y1.2), Internal abilities (Y1.3), Purpose in life (Y1.4), and Uniqueness of life (Y1.4). Y1.5). The description of employee resilience variables can be presented in

Ukuran	Respon dalam (%)					Rerata (Mean)	Ket.
	1	2	3	4	5		
Keseimbangan kehidupan (Y <sub>1.1</sub> )	0,00	0,00	1,60	73,00	25,40	4,24	Sangat Baik
Semangat untuk terus bertahan (Y <sub>1.2</sub> )	0,00	0,00	1,60	73,00	25,40	4,24	Sangat Baik
Kemampuan dalam diri (Y <sub>1.3</sub> )	0,00	0,00	4,80	69,80	25,40	4,21	Baik
Tujuan hidup (Y <sub>1.4</sub> )	0,00	0,00	3,20	69,80	27,00	4,24	Sangat Baik
Keunikan hidup (Y <sub>1.5</sub> )	0,00	3,20	7,90	63,50	25,40	4,11	Baik
<b>Employee Resilience (Y1)</b>						<b>4,21</b>	Sangat Baik

shows that the average employee resilience variable score is 4.21 in the very good category. There is one indicator with the same value as the average score, namely internal ability of 4.21 which is in the very good category. There are three indicators with values exceeding the average score, namely life balance of 4.24 in the very good category, enthusiasm to continue surviving at 4.24 in the very good category, and life purpose of 4.24 in the very good category. And there is one indicator with a value below the average score, namely uniqueness of life of 4.11, which is in the good category. Based on this, the most prominent employee resilience at the Badung Regency Regional Research and Innovation Agency tends to be balance in life, the spirit to continue surviving, and life goals, and this shows that the Badung Regency Regional Research and Innovation Agency has good employee resilience.

### Description of Employee Engagement Variable (Y2)

The employee engagement variable in this research is reflected through three dimensions, namely Vigor (Y2.1), Dedication (Y2.2), and Absorption (Y3.3). The description of employee engagement variables can be presented in Table 5.5

Table 5.5

Ukuran	Respon dalam (%)					Rerata (Mean)	Ket.
	1	2	3	4	5		
<b>Vigor (Y2.1)</b>						<b>4,16</b>	Baik
Tingkat energi dan stamina (Y <sub>2.1.1</sub> )	0,00	1,60	4,80	71,40	22,20	4,14	Baik
Kesungguhan dalam bekerja (Y <sub>2.1.2</sub> )	0,00	1,60	3,20	71,40	23,80	4,17	Baik
Kegigihan dan ketekunan (Y <sub>2.1.3</sub> )	0,00	1,60	1,60	76,20	20,60	4,16	Baik
<b>Dedication (Y2.2)</b>						<b>4,17</b>	Baik
Pengorbanan tenaga, pikiran, dan waktu (Y <sub>2.2.1</sub> )	0,00	0,00	9,50	71,40	19,00	4,10	Baik
Rasa penuh makna (Y <sub>2.2.2</sub> )	0,00	0,00	6,30	73,00	20,60	4,14	Baik
Antusiaslisme (Y <sub>2.2.3</sub> )	0,00	0,00	1,60	73,00	25,40	4,24	Sangat Baik
Kebanggaan (Y <sub>2.2.4</sub> )	0,00	3,20	4,80	61,90	30,20	4,19	Baik
<b>Absorption (Y3.3)</b>						<b>4,16</b>	Baik
Konsentrasi (Y <sub>3.3.1</sub> )	0,00	3,20	7,90	65,10	23,80	4,10	Baik
Serius (Y <sub>3.3.2</sub> )	0,00	1,60	6,30	68,30	23,80	4,14	Baik
Menikmati Pekerjaan (Y <sub>3.3.3</sub> )	0,00	0,00	1,60	71,40	27,00	4,25	Sangat Baik
<b>Employee Engagement (Y2)</b>						<b>4,16</b>	Baik



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shows that the employee engagement variable for employees at the Badung Regency Regional Research and Innovation Agency is currently still believed to be good. This is based on the mean value obtained, which is 4.16. The dedication dimension received the highest response with a mean value of 4.17. Meanwhile, the dimensions of vigor and absorption received the lowest response with a mean value of 4.16. Based on this, the most prominent employee engagement among employees at the Badung Regency Regional Research and Innovation Agency tends to be dedication.

### **IMPLICATIONS AND CONCLUSIONS**

Overall, the theoretical implications of this research findings can provide valuable insights for theory and research in the field of human resource management and organizations. The following are several theoretical implications that can be identified from the results of this research, including aspects of Work Life Balance and Employee Resilience. These results support the theory that a good work-life balance increases employee resilience. Based on Social Exchange Theory, employees who feel that they maintain a balance between work and personal life will feel more appreciated and motivated to survive in challenging situations. This reinforces the concept that individual well-being is an important element in creating a work environment. Based on the results of the analysis and discussion carried out in this research, it can be concluded as follows: Work life balance has a positive and significant influence on employee resilience. These results mean that work life balance can have a positive effect on employee resilience, and increasing work life balance can increase employee resilience of employees of the Badung Regency Regional Research and Innovation Agency.

Servant leadership has no effect on employee resilience. These results mean that servant leadership has a positive effect on employee resilience and cannot be proven, and increasing servant leadership cannot increase employee resilience of Badung Regency Regional Research and Innovation Agency employees. Work life balance has a positive and significant effect on employee engagement. These results mean that work life balance can have a positive effect on employee engagement, and increasing work life balance can increase employee engagement of employees of the Badung Regency Regional Research and Innovation Agency. Servant leadership has a positive and significant effect on employee engagement. These results mean that servant leadership has a positive effect on employee engagement and it can be proven, and increasing servant leadership can increase employee engagement of employees of the Badung Regency Regional Research and Innovation Agency.

Employee resilience has a positive and significant effect on employee engagement. These results mean that employee resilience has a positive effect on employee engagement and it can be proven, and increasing employee resilience can increase employee engagement of employees of the Badung Regency Regional Research and Innovation Agency. Employee resilience is a mediating variable on the influence of work life balance on employee engagement. These results mean that work life balance can increase employee engagement through increasing employee resilience of employees of the Badung Regency Regional Research and Innovation Agency. Other information that can be conveyed is that the mediating effect of the employee resilience variable on the indirect influence of work life balance on employee engagement is partially mediated. Employee resilience is not a mediating variable on the indirect influence of servant leadership on employees.

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