

The Effect of Competencies and Job Stress on Work Engagement with Job Satisfaction as Mediating Variable

Elmi Nasrul¹, Erni Masdupi², Syahrizal³

¹Universitas Negeri Padang, Padang, Indonesia ✉elminasrul@gmail.com

²Universitas Negeri Padang, Padang, Indonesia ✉emasdupi@yahoo.com

³Universitas Negeri Padang, Padang, Indonesia ✉syahrizal@yahoo.co.id

Abstract

The purpose of the study was to determine the effect of competencies and job stress on work engagement with job satisfaction as a mediating variable in the Employees of the Bukittinggi City Government. This type of research is explanatory. The population of this study is the employees of the Bukittinggi City Government. The sample in this study were 200 respondents. The research instrument was a questionnaire distributed to respondents. Data analysis using SEM AMOS. The results of this study competencies has a positive and significant effect on job satisfaction and work engagement, job stress has a negative and significant effect on job satisfaction and work engagement and job satisfaction has a positive and significant effect on work engagement. Furthermore competencies mediated by job satisfaction have a positive and significant effect on employee work engagement and job stress mediated by job satisfaction have a negative and significant effect on employee work engagement.

Keywords: *competencies, job stress, job satisfaction, work engagement*

Introduction

Achieving the vision of the City of Bukittinggi in accordance with the tasks and functions of the organization requires employees who have a high level of engagement with the organization. Based on observations made by the author in the Bukittinggi City Government in January to March 2019, it was seen that the tendency of employees who did not complete the work given in accordance with the specified time because the work done by employees is often revised by superiors so that repetitive repairs are needed. Ideally, every employee has the desire to be able to develop their potential at their place of work. They want to express their every opinion to make the best contribution to every work problem they are facing. They are enthusiastic and enthusiastic to devote what they have for the benefit of their work or company. They try to give enthusiasm, dedication, and overall attention to the work they are doing. Marciano (2010) mentions employee work engagement as the extent to which a person is committed, dedicates himself and is loyal to the organization, employer, work and colleagues. Based on previous studies, and a number of factors that affect work engagement include employee competence and work stress. Based on previous research, work engagement was influenced by employee competence (Murillo-Zamorano, López Sánchez, & Godoy-Caballero, 2019). This is confirmed by research by (Haruna & Marthandan, 2017) finding that foundational competencies (personal resources) have a significant influence on work engagement. According to Simanjuntak, Hasan, & Ali, (2015), competence can deepen and expand work skills. The more often a person does the same job, the more skilled and the faster he completes the work. The more types of work a person does, his work experience gets richer and broader, and allows for increased work.

In addition to work competency and stress, another factor that can affect work engagement is job satisfaction. Based on research by Kataria, Garg, & Rastogi (2013) it is stated that Job satisfaction has a positive relationship with work engagement. According to Lu, Cheng, Lu, Gursoy, & Neale (2016), work engagement consists of individual dimensions, and job satisfaction is the result of this dimension. In accordance with the opinion of Karanika-Murray, Duncan, Pontes, & Griffiths (2015) employees who are strongly and positively involved in their work and show energy and dedication to their work, consequently

having satisfaction with their work. Job satisfaction is also influenced by employee competency factors and work stress. Based on research by C. Lu, Yang, & Wu (2019) states that competence is positively related to job satisfaction. The results also showed work stress, geographical distribution, workplace categories, gender, work shifts, only children, parental status, monthly salary, nursing experience, professional titles, region also affect job satisfaction.

This study aims to determine the relationship between competence and work stress on work engagement and aims to determine the relationship of competence and work stress on work engagement through job satisfaction. This research contributes to fill the gap: (1) this study discusses the mediating effect of employee job satisfaction on the relationship between competence and work stress on work engagement in government, (2) The results of this study will benefit the government in West Sumatra in creating employee work engagement. (3) Finally, this research will provide some input to the government about competence, job stress, and job satisfaction that lead to employee performance.

Work Engagement

Work engagement enables individuals to fully invest themselves in work by increasing self-efficacy and having a positive impact on employee health which will increase employee support for the organization (Robertson-Smith & Markwick, 2009). Bakker, Albrecht, & Leiter (2011) state that the characteristics of employees who have work engagement are those who feel compelled to try to move forward towards challenging goals, and always want success. In addition, work engagement also reflects the energy of employees who are brought to work. Marciano (2010) mentions the definition of employee engagement as follows: "the extent to which one is committed, dedicated, and loyal to one's organization, supervisors, work, and colleagues". This understanding from Marciano (2010) can be interpreted to the extent that a person is committed, dedicates himself and is loyal to the organization, supervisor, work and his colleagues. Padula et al., (2012) revealed that work stress is related to dissatisfaction, excessive demand at work and personal factors. According to Rabi, Muhammed, Umaru, & Ahmed (2016); Murillo-Zamorano et al., (2019) which states that inverted classes have a positive effect on students' knowledge, skills, and involvement. Another factor put forward by Garg et al. (2017), Wen et al. (2018) that affects work attachment is job satisfaction. Schaufeli et al., (2006) states that employee engagement can be seen from several indicators as follows: 1) Vigor is a strong outpouring of energy and mentality during work, courage to be as strong as possible in completing a job, and persevering in facing work difficulties. Also a willingness to invest all efforts in a job and persevere despite difficulties. 2) Dedication, which is feeling very strongly attached to a job and experiencing a sense of meaningfulness, enthusiasm, pride, inspiration, and challenges. 3) Absorption, which is always full of concentration and serious work. In work time feels so fast and finds it difficult to separate yourself from work.

Job Satisfaction

Job satisfaction is an important thing that can build organizational psychology so that it will affect organizational behavior (Miao, Humphrey, & Qian, 2017). Schermerhorn, et al., (2011) states that job satisfaction is the extent to which an individual feels positive or negative about work. According to Rivai (2011) job satisfaction is an evaluation that describes someone's feeling of being happy or not happy, satisfied or dissatisfied at work. Job satisfaction is defined as the attitudes that workers have about their work. This is the result of their perceptions about work (Sargent & Hannum, 2017). Luthans (2012) emphasizes employee perceptions about the benefits derived from his work. Luthans also considers that job satisfaction is an important factor that must be considered in understanding organizational behavior. Furthermore Milton (2010) also outlines that a person's reaction to his work will depend on whether the work can meet his physical and psychological needs, especially those related to survival and well-being. While Davis & Newstrom (2010) revealed that an employee will feel satisfied if he gets a reward commensurate with what is expected and in accordance with the aspirations and abilities he has. According to Wurgler, VanHeuvelen,

Rohrman, Loehr, & Grace (2014) high job satisfaction affects the perceptions of competency of study participants. Performance theory is closely related to competency theory and has three basic principles of competence including expertise, experience, and knowledge, and various cognitive abilities (Boyatzis & Boyatzis, 2008). Wu et al. (2018); Margarita Nikolajevaite & Egle Sabaityte (2016); Kong, Sun, & Yan (2016) revealed that the relationship between psychological empowerment, career competence, and career satisfaction. Furthermore Avey, Luthans, Hannah, Sweetman, & Peterson (2012); Ho, Chang, Shih, & Liang (2009); Trivellas, Reklitis, & Platis (2013) show that stress caused by conflict, heavy workload and lack of work autonomy is negatively related to all dimensions of job satisfaction. Research was also conducted by Mansoor, Fida, Nasir, & Ahmad (2011); (Mark & Smith (2012) & (Khamisa, Peltzer, Ilic, & Oldenburg (2017)) get the result that work stress has a positive effect on job satisfaction.

Employee Competency

According to Wibowo (2012) stated that competence is an ability to carry out or do a job or task based on skills and knowledge and is supported by the work attitude demanded by the job. Knowledge and skills are seen and can be assessed and embedded in one's life through appropriate training and development activities, while the other three are hidden and difficult to develop. Competence is a mixture of several components, including knowledge, skills, attributes, and individual traits, which all lead to superior performance (Haruna 2017). Van Rooij (2012) in Haruna (2017) mentions that competence refers to knowledge, skills, and the ability expected to show effective performance in each work setting.

Job Stress

Stress is a dynamic condition in which an individual is faced with opportunities, requests, or resources related to what the individual desires and whose results are seen to be uncertain and important ((Robbins & Judge, 2014). According to Gibson, James L. et al. (2009) stress is an adaptive response, mediated by individual differences, which are the consequences of actions, situations, or events that place special demands on a person. Perception, work experience, social support, belief in locus of control, Self Efficacy and hostility are factors individual factors that can affect a person's response to stress experienced (Robbins & Judge, 2013) Robbins & Judge (2013) identify three sets of factors, including environmental (environmental), organizational (organizational), and individual (personal factor) that act as a potential source of stress, stress depends on individual differences such as work experience and personality.

Framework and Hypotheses

Wurgler, VanHeuvelen, Rohrman, Loehr, & Grace (2014) asserted that high job satisfaction affects the perceptions of competency of research participants. Research conducted by Wu et al. (2018) revealed that competence was positively related to job satisfaction. While research conducted by Margarita Nikolajevaite&EgleSabaityte (2016) states that employees in Lithuania are exclusively affected by physical work environment and employees in the UK are affected by organizational policies and commitments, opportunities to do work that provides benefits and self-control, attention, wages and respect for others. Further research conducted by Kong, Sun, & Yan (2016) revealed that the relationship between psychological empowerment, career competence, and career satisfaction. So based on the description above, the hypothesis is

H1: Competence has a positive and significant effect on job satisfaction

Research conducted by Ho, Chang, Shih, & Liang (2009) revealed that stress that occurs in nurses can have a negative effect on their job satisfaction. Furthermore, research conducted by Trivellas, Reklitis, & Platis (2013) shows that stress caused by conflict, heavy workloads and lack of work autonomy is negatively related to all dimensions of job satisfaction. Research was also conducted by Mansoor, Fida, Nasir, & Ahmad (2011); (Mark & Smith (2012) & (Khamisa, Peltzer, Ilic, & Oldenburg (2017)) get the results that work stress has a

positive effect on job satisfaction. Further research conducted by Ouellette et al. (2018) gives yeng results Contrary to the previous research revealed that there is no significant difference between stress or satisfaction conditions related to teacher's work Based on the description above, the hypothesis is:

H2: Job stress has a positive and significant effect on job satisfaction

Research conducted by Chen, Svetlana, & Paul (2014) and Muhangi (2017) revealed that there was a significant relationship between self efficacy (competence), job satisfaction, commitment. Competence (self-efficacy and job satisfaction) must be increased so as to increase work commitment among teachers. In addition, the work environment, remuneration and incentives provided to teachers must be made better than what they currently have. Furthermore, research conducted by Haruna &Marthandan (2017) found that foundational competencies (personal resources) have a significant influence on work engagement. Further research conducted by Sadaf & Aziz (2019) revealed that the implementation of training at lower level employees in the Department of Human Resources, will feel lower satisfaction as well. Based on the description above, the hypothesis is:

H3: Competence has a positive and significant effect on work engagement

Research conducted by Rothmann, (2008) which revealed no significant relationship between work stress (due to work demand) and work involvement (enthusiasm and dedication). Among the studies of Padula et al. (2012) revealed that there is a negative relationship between work stress and work involvement. Furthermore, research conducted by Beattie & Griffin (2014) revealed that impoliteness in the workplace, or rude and disrespectful behavior will cause stress for employees. So that too much stress will lead to reduced employee attachment to their work. van Mol, Nijkamp, Bakker, Schaufeli, & Kompanje (2018) revealed that work attachment was negatively related to emotions among ICU nurses. Based on the description above, the hypothesis is

H4: Job stress has a positive and significant effect on work engagement

Research conducted by De Simone, Planta, & Cicotto, (2018) shows that self efficacy, job satisfaction, and work involvement have a direct or indirect effect on nurses turnover intentions, and that job satisfaction gives a stronger effect on intention to move. Further research conducted by Memon, Salleh, & Baharom (2016) and (Yalabik, Rayton, & Rapti, 2017) revealed that job satisfaction has a significant positive relationship with work engagement. Based on research (Garg, Dar, & Mishra, 2018) with the title Job Satisfaction and Work Engagement stated that Job satisfaction has a positive relationship with work engagement. In the study also stated that when employees are involved in their work, they enter an interactive mode consisting of challenges, inspiration, and pride. This mode of interaction of their work engagement is a major contribution to employee job satisfaction. Based on the description above, the hypothesis is

H5: Job satisfaction has a positive and significant effect on work engagement

When employees of the City Government of Bukittinggi get training and education they will get satisfaction with themselves because they feel they are considered employees who have the potential to be more advanced and developed. By getting the opportunity to develop these competencies employees will get their own satisfaction because they feel cared for as employees so that their competencies become better. Research conducted by Haruna&Marthandan (2017) found that foundational competencies (personal resources) have a significant influence on work engagement. While research conducted by Sadaf & Aziz (2019) revealed that the implementation of training of lower level employees in the Department of Human Resources, will feel lower satisfaction as well. Furthermore according to Lu, Lu, Gursoy, & Neale (2016) revealed that work involvement consists of individual dimensions, and job satisfaction is the result of this dimension. According to Karanika-Murray, Duncan, Pontes, & Griffiths (2015) employees, who are very strong and positive involved in their work and show energy and dedication to their work, consequently

having satisfaction with their work. Further studies Karatepe, Beirami, Bouzari, & Safavi (2014) conclude that employee involvement works as a determining factor for job satisfaction.

H6: Competencies has a positive and significant effect on work engagement through job satisfaction.

The seventh hypothesis test results show that work stress has a negative and significant effect on work engagement through job satisfaction. This means that the higher the employee's work stress, the lower employee's job satisfaction and ultimately work attachment will also decrease. Employees who have high stress will react emotionally, cognitively, behaviorally and psychologically which tends to be detrimental to the job, work organization and work environment. This condition has an impact on the low level of satisfaction in carrying out their work. This study is in line with research conducted by Yousef (2012) reveals that job satisfaction mediates the influence of role conflict and role ambiguity that causes stress on work engagement and various aspects of organizational commitment. Further research conducted by Oginyi (2018) investigates and analyzes work stress, work engagement and work environment and job satisfaction among elementary school teachers at Ebonyi State, Nigeria. Low work stress, and a conducive work environment will have positive job satisfaction and optimism, as well as normal work involvement.

H7: Job Stress has a negative and significant effect on work engagement through job satisfaction.

The conceptual model and the hypotheses to be tested are presented in Figure 1

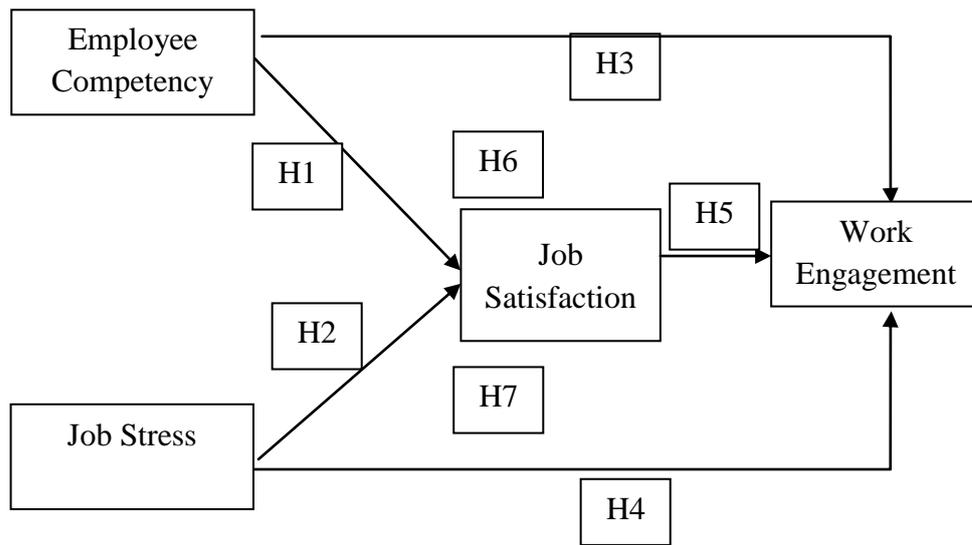


Figure 1 The Conceptual Model

Methods

This type of research is quantitative research with an empirical paradigm (Burrell & Morgan, 1992). Thus, this study uses a deductive method based on previous studies. This study seeks to confirm previous findings related to the relationship between variables.

Data collection and sample profiles

This research was conducted in the Regional Government of Bukittinggi City. The study population is employees who work in the Government of the City of Bulittinggi. The location of this research is the Regional Government Office of Buklittinggi City. The questionnaire has been distributed to the Office of Education and Culture (Disdikbud), the Office of Tourism, Youth and Sports (Disparpora), the Office of Women's Empowerment, Child Protection, Population and Family Planning Control (DPPPAPPKB), the Investment Office, the One Stop Integrated Service, Industry and Manpower (DPMPSPPTK), Agriculture and Food Services (Distapang), Planning, Research and Development (Bapelitbang), Mandiangin Koto

Selayan District (MKS District), Guguk Panjang District and Aur Birugo Tigo Baleh District (ABTB District) as many as 402 people. To get the sample in this study using the Slovin formula, with a fault tolerance limit set at 5%. This study has 51 items and has distributed 200 questionnaires. Of the 200 respondents, only 186 were responses that could be used after a number of preliminary tests (missing scores, outliers, normality, and heteroscedasticity tests).

The questionnaire was developed using a five-point Likert points scale; strongly disagree (1) strongly agree (5) on measuring construction. This study has four constructs; competence, job stress, employee job satisfaction, and employee work involvement. There are three dimensions of work attachment according to Schaufeli, Bakker, & Salanova, (2006), namely: (1) vigor, (2) dedication, and (3) absorption. The measurement of employee job satisfaction was adopted from Hackman (2012). While competency measurements have been taken from Gupta & Kumar (2016). And finally the measurement of work stress was adopted from Amiruddin, Pagalung, Kartini, & Arifuddin, 2019)

Data is collected using on-site data collection. Before the study, a trial was conducted using 30 respondents who were not analyzed in the main study. It was a trial aimed at testing the validity and reliability of data (Pallant, 2013). To get the criteria of respondents there is a requirement applied that the respondent is a Civil Servant of the Bukittinggi City Government. The data has been collected using a survey method with a questionnaire as a data collection tool Sekaran & Bougie, 2013). This study is a cross-sectional study in which data is collected over a period of time (Bryman, 2016). The questionnaire was distributed proportionally to the Bukittinggi City Government Office.

Table 1 reports the demographic profile details. The sample consisted of 62.5% men and 37.5% women. The majority of ages between the ages of 48-57 years were 38.5% of all 68%.

Table 1 Demographic profile of respondents (N=200)

Variabel	Frequency	Percent
Gender		
Male	75	62,5
woman	125	37,5
Age (years)		
18-27	0	0
28-37	60	30
38-47	63	31,5
48-57	77	38,5
>57	0	0
Education		
Junior High Scholl	1	0,5
Senior High Scholl	29	14,5
Diploma	29	14,5
Scholar	109	54,5
Magister	32	16

Data Analysis

Before having a main analysis, some initial analysis is carried out; outliers, normality, and multicollinearity. Test the validity and reliability of measurements carried out. To check the construct validity, confirmatory factor analysis (CFA) is applied. To ensure data validity, several goodness of fit (GoF) criteria for CFA are applied; CMIN / DF, CFI, GFI, AGFI, TLI, and RMSEA. The next step, structural equation modeling (SEM) is carried out to test the proposed model. Conceptual models are changed through a series of structural model comparisons.

Results and Discussion

Measurement model results

The composite reliability values for all constructions ranging from 0.814 to 0.982 exceed the minimum requirements of 0.600, suggested by Bagozzi and Yi (1988).

These results provide evidence of internal consistency between multi-measurement items for each construct. Values for extracted average variants (AVE) are all greater than the recommended minimum standard 0,50, ensuring convergent validity. The AVE value is greater than the square of the correlation between the two constructs, thus supporting discriminant validity (Fornell and Larcker, 1981).

Table 2. Summary of the measurement model.

Scale Items	Mean	Loading	α	AVE
Work Engagement	5,33	0,75	0,898	0,88
Job Satisfaction	3,93	0,81	0,876	0,89
Competencies	3,63	0,66	0,788	0,87
Job Stress	2,35	0,79	0,788	0,87

Structural model results

The proposed model is tested through SEM. The initial SEM results show that the overall suitability of the model is not entirely satisfactory ($p < .001$, RMSEA = 0.085, CFI = 0.947, NFI = 0.933). To improve compatibility, the model was revised following the suggestions of the modification index. Re-estimating the model with this added path has a good match with the data ($p < .050$, RMSEA = 0.030, CFI = 0.977, GFI = 0.906, TLI=0.906, CMIN/df=1,177).

Based on the Tabel 3. shows that the results of hypothesis testing based on beta and p-value can be concluded that:1). The results of the first hypothesis test show that competence has a positive and significant effect on job satisfaction. So the Hypothesis is accepted.2) The results of the second hypothesis test show that work stress has a negative and significant effect on job satisfaction. So the Hypothesis is accepted.3) The results of the third hypothesis test show that work stress has a negative and significant effect on work engagement. So the Hypothesis is accepted.4) The fourth hypothesis test results show that competence has a positive and significant effect on work engagement. So the Hypothesis is accepted.5) The results of the fifth hypothesis test show that competence has a positive and significant effect on work engagement. So the Hypothesis is accepted.

Table 3. Structural parameter estimates of the final model

Hypothesized relationships		Estimate	S.E.	C.R.	P	Result
Job satisfaction	<--- Competency	,364	,121	2,991	,002	Supported
Job Satisfaction	<--- Work stress	-,143	,065	-2,191	,028	Supported
Work engagement	<--- Work stress	-,149	,062	-2,371	,017	Supported
Work engagement	<--- Competence	,135	,080	2,160	,045	Supported
Work engagement	<--- Job satisfaction	,308	,087	3,542	***	Supported
	Competency	Job Stress	Job Satisfaction	Work Engagement		
Job Satisfaction	,000	,000	,000	,000		
Work Engagement	,086	-,050	,000	,000		

Results and Discussion

The first hypothesis test results show that competence has a positive and significant effect on job satisfaction. The competence effect on job satisfaction of employees of the City Government of Bukittinggi because the government always provides opportunities for employees to attend training and improve education to a higher level. According to Rivai & Sagala (2011) it is easier to recognize and easier to develop through shorter teaching and learning processes and training. When employees of the City Government of Bukittinggi get training and education they will get satisfaction with themselves because they feel they are considered employees who have the potential to be more advanced and developed. The knowledge and abilities that they gain during training and education, if implemented well will provide satisfactory results in accordance with work standards set by the government.

This study is in line with research conducted by Wu et al. (2018) which revealed that competence is positively related to job satisfaction. While research conducted by Margarita Nikolajevaite & Egle Sabaityte (2016) states that employees in Lithuania are exclusively affected by the physical work environment and employees in the UK are affected by organizational policies and commitments, opportunities to do work that provides benefits and self-control, attention, wages and respect for others. When what they expect, such as the opportunity to develop their competence, employees will feel satisfied and the work they do will be satisfying. Further research conducted by Kong, Sun, & Yan (2016) revealed that the relationship between psychological empowerment, career competence, and career satisfaction.

The second hypothesis test results show that work stress has a negative and significant effect on job satisfaction. Negative and significant influence between stress and satisfaction is due to the feeling of being bored or bored at a monotonous and routine job that triggers the emergence of stress in work, as a result there will be a conflict of interest that occurs among fellow employees, namely employees who do not cooperate with employees work seriously, work stress that is generally experienced by many employees who do not work also has a negative psychological impact on employees who work seriously, thus arises the desire to move from one work unit to another work unit. This desire is certainly not easy to realize, mengigat conditions that do not allow for employees to move from one unit to another, finally their inability to exit the work unit also spurred us to stress at work, this form of stress is realized by shows ignorance about work, such as rarely entering the office, entering the office but just sitting around, not carrying out their main duties and functions as employees, so that what they do does not give satisfaction to the results. This study is in line with research conducted by Ho, Chang, Shih, & Liang (2009) which revealed that stress that occurs in nurses can have a negative effect on their job satisfaction.

The third hypothesis test results show that work stress has a negative and significant effect on work engagement. Competence refers to the basis of knowledge, skills and abilities that can help individuals achieve their goals and stimulate personal growth and development. When employees of the City Government of Bukittinggi get training and education they will get satisfaction with themselves because they feel they are considered employees who have the potential to be more advanced and developed. Employees will feel the knowledge and abilities they have gained during training and education must be applied with enthusiasm, and are active. This can be said that the employee has an attachment to his work.

The results of this study are in line with research conducted by Chen, Svetlana, & Paul (2014) and Muhangi (2017) which revealed that there is a significant relationship between self efficacy (competence), job satisfaction, commitment. Competence (self-efficacy and job satisfaction) must be increased so as to increase work commitment among teachers. In addition, the work environment, remuneration and incentives provided to teachers must be made better than what they currently have. Furthermore, research conducted by Haruna & Marthandan (2017) found that foundational competencies (personal resources) have a significant influence on work engagement. Further research conducted by Sadaf & Aziz (2019) revealed that the implementation of training at lower level employees in the Department of Human Resources, will feel lower satisfaction as well.

The fourth hypothesis test results show that competence has a positive and significant effect on work engagement. Negative and significant influence between stress and work engagement of Bukittinggi City Government employees. Job stress such as increased work demand and fatigue resulting in the inability and unwillingness to do are seen as two equal sides. Because basically this work stress greatly affects a person's work stress. Individuals who have work stress will decrease the job. This also happened to Bukittinggi City government employees, because of the feeling of being bored or bored at a monotonous and routine job that triggers the emergence of stress in work, as a result there will be a conflict of interest that occurs among fellow employees, namely employees who do not cooperate with employees who work seriously. This study is in line with research conducted by Rothmann, (2008) who revealed no significant relationship between work stress (due to work demand) and work involvement (enthusiasm and dedication). Among the studies of Padula et al. (2012) revealed that there is a negative relationship between work stress and work involvement. Furthermore, research conducted by Beattie & Griffin (2014) revealed that impoliteness in the workplace, or rude and disrespectful behavior will cause stress for employees. So that too much stress will lead to reduced employee attachment to their work. van Mol, Nijkamp, Bakker, Schaufeli, & Kompanje (2018) revealed that work attachment was negatively related to emotions among ICU nurses. This is because the workload is relatively high at the ICU, coupled with a very heavy emotional burden, which is an integral part of ICU's work.

The fifth hypothesis test results show that competence has a positive and significant effect on work engagement. This is because Bukittinggi City Government employees have gotten what they expect such as salaries, promotion opportunities, benefits to make employees feel happy especially civil servants who get salaries every month without being late, coupled with opportunities to be promoted and receive other benefits, of course it is make employees satisfied with what they get. This can be seen from the satisfying work results. Working conditions like this, the way organizational policies are applied and good partners, employees will work with enthusiasm, energy and feel excited. Work engagement such as excitement is considered mental endurance and high energy levels at work, mental flexibility, making extra effort, and continuing even when the task becomes difficult. This is also referred to as the physical component. Dedication, the emotional component, is characterized by a sense of significance, enthusiasm, challenge and pride. Absorption, the cognitive component, is characterized by being fully concentrated, happy, and accepted by work without regard to time passing by (Schaufeli, 2014). The results of this study are in line with research conducted by De Simone, Planta, & Cicotto, (2018). Furthermore, research conducted by Penger & Erne (2014) shows a positive relationship between authentic leadership, employee job satisfaction, and work involvement. In addition, the relationship between authentic leadership and job satisfaction is fully mediated by perceived superior support, while we also find support for partial mediation of perceived superior support in the relationship between authentic leadership and employee work involvement.

The sixth hypothesis shows that competence has a positive and significant effect on work engagement through job satisfaction. When employees of the City Government of Bukittinggi get training and education they will get satisfaction with themselves because they feel they are considered employees who have the potential to be more advanced and developed. By getting the opportunity to develop these competencies employees will get their own satisfaction because they feel cared for as employees so that their competencies become better. Research conducted by Haruna & Marthandan (2017) found that foundational competencies (personal resources) have a significant influence on work engagement. While research conducted by Sadaf & Aziz (2019) revealed that the implementation of training of lower level employees in the Department of Human Resources, will feel lower satisfaction as well. Furthermore according to Lu, Lu, Gursoy, & Neale (2016) revealed that work involvement consists of individual dimensions, and job satisfaction is the result of this dimension. According to Karanika-Murray, Duncan, Pontes, & Griffiths (2015) employees, who are very strong and positive involved in their work and show energy and dedication to their work, consequently having satisfaction with their work. Further studies Karatepe, Beirami, Bouzari, & Safavi (2014) conclude that employee involvement works as a determining factor for job satisfaction.

The seventh hypothesis test results show that work stress has a negative and significant effect on work engagement through job satisfaction. This means that the higher the employee's work stress, the lower employee's job satisfaction and ultimately work attachment will also decrease. Employees who have high stress will react emotionally, cognitively, behaviorally and psychologically which tends to be detrimental to the job, work organization and work environment. This condition has an impact on the low level of satisfaction in carrying out their work. This study is in line with research conducted by Yousef (2012) reveals that job satisfaction mediates the influence of role conflict and role ambiguity that causes stress on work engagement and various aspects of organizational commitment. Further research conducted by Oginyi (2018) investigates and analyzes work stress, work engagement and work environment and job satisfaction among elementary school teachers at Ebonyi State, Nigeria. Low work stress, and a conducive work environment will have positive job satisfaction and optimism, as well as normal work involvement.

Conclusion

Based on the above shows that the results of hypothesis testing based on beta and p-value values can be concluded that: (1) Competence has a positive and significant effect on job satisfaction. This means that the better the competency of employees the more job satisfaction increases. (2) Job stress has a negative and significant effect on job satisfaction. This means that the higher the employee work stress the more job satisfaction decreases. (3) Competence has a positive and significant effect on work engagement. This means that the better the competency of employees the more work engagement is increased. (4) Job stress has a negative and significant effect on work engagement. This means that the higher the employee work stress the less work attachment decreases. (5) Job satisfaction has a positive and significant effect on work engagement. This means that the better the competency of employees the more work engagement is increased. (6) Competence has a positive and significant effect on work engagement through job satisfaction. (7) Work stress has a negative and significant effect on work engagement through job satisfaction.

This research has several contributions. First, it provides new insights on the role of competence and job stress giving an effect on employee job satisfaction and involvement. Second, work competency and stress have a significant impact on employee work satisfaction and involvement, this will be a valuable input for the government to increase employee engagement with their work.

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