

Review Article

The Role of Job Satisfaction in Mediating the Effect of Job Stress and Competence on Work Engagement

I Made Darmawan^{#1}, I Made Artha Wibawa^{*2}

1,2 Faculty of Economics and Business, Udayana University(UNUD), Bali, Indonesia Jalan PB. Sudirman, Denpasar, Bali, Indonesia

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Abstract - This study aims to explain the role of job satisfaction in mediating the effect of job stress and competence on work engagement. This research was conducted at the Culture Office of Badung Regency with a sample of 153 respondents. Determination of the sample using a saturated sample. The analysis technique used is Structural Equation Modeling (SEM) with Partial Least Square (PLS) analysis technique. The results showed that all research hypotheses were accepted. The results of this study indicate that job stress has a negative and significant effect on work engagement, while competence and job satisfaction have a positive and significant effect on work engagement. This study is also able to prove that job satisfaction is able to mediate the effect of job stress and competence on work engagement. Thus, management should pay more attention to job satisfaction of employees at the Badung Regency Culture Service.

Keywords - Work Engagement, Job Stress, Competence, Job Satisfaction and Government.

I. INTRODUCTION

The success of an organization depends on its human resources and the employee development process in the organization plays an important role in the success of the organization (Khan, 2018). In connection with the success of the organization in realizing the Strategic Plan of the Badung Regency Government in accordance with the duties and functions of the regional apparatus, it requires human resources (HR) or employees who have high engagement with their work and organization. Based on the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus, ASN (State Civil Apparatus) is a civil servant and government employee with a work agreement appointed by a staffing officer and entrusted with tasks in a government position or entrusted with other state duties.

In the aspect of government administration, employees are the driving force for all work or activities related to the administration of the state, government and development. Employees have an important role in realizing public goods

and services provided to the community, regarding this the Badung Regency Government carried out e-Learning socialization on October 31, 2019. Based on the material presented, the digital era (industrial revolution 4.0) has changed people's lifestyles and technological advances require ASN to have competence and innovation in working in order to realize quality services to the community.

The application of various administrative information systems in the Regional Government requires employees to be able to complete tasks according to the time determined by the system, to be able to support this, human resources (HR) or employees who have a high attachment to work (work engagement) and their organization are needed. Toth et al. (2020) stated that work engagement is viewed from the aspect of vigor, dedication and absorption.

Based on the issue of decreasing work engagement in regional cultural service organizations, observations were carried out on several ASN and Contract Employees from September to December 2020. The results of the observations showed that there were indeed problems related to the level of work engagement. Problems in the vigor and dedication aspects are shown when doing work, there are some employees who do not have high spirit and enthusiasm in completing the work, resulting in delays in completing some of the work given. In the absorption aspect, it is indicated by the presence of employees who in doing a job feel that time has passed so long or is less solemn at work.

Nasrul et al. (2020) states that ideally every employee has the desire to be able to develop his potential at work and make the best contribution to the interests of his work or agency, besides that his research also shows that the level of employee work engagement is influenced by job stress. According to (Wu et al. 2018) one indicator of job stress is overtime at work, it is considered a trigger for job stress. Observations also show that by increasing the capacity and work intensity of the Culture Service employees, including various activities for fostering traditional institutions, some work must be carried out to overtime, so that it can trigger job stress which leads to a decrease in employee work engagement.



Research conducted by Nasrul et al. (2020) found that work engagement is influenced by job stress and the results of their research show that job stress has a significant negative effect on work engagement, while Vandiya and Etikariena (2018) found that there is no significant effect between job stress and work engagement. Beena and Magesh (2017) in their research also found that there was a positive and significant effect indicating that job stress can affect the level of work engagement. The research of Ramos et al. (2014) found that indicators of job stress such as role conflict and role ambiguity had a negative effect on job satisfaction and work engagement, in line with (Amin et al. (2018) also stated that job stress has a negative and significant effect on work engagement.

The existence of gaps in the results of empirical studies related to the effect of job stress on work engagement attracted researchers to examine job satisfaction as a mediator, according to research conducted by Singh et al. (2019); Vasan (2018) who found that job satisfaction is influenced by job stress and the results of his research found that job stress had a significant negative effect on job satisfaction, further research by Wu (2019); Nagori and Singh (2019); Ramlawati et al. (2021) found that job stress also had a negative effect on job satisfaction, while different results were found in research (Kim and Kim, 2019) who found that job stress had no effect on job satisfaction, as well as the research conducted by Khamisa et al. (2017); Mukhtar et al. (2018) found that job stress has a positive effect on job satisfaction. Besides being influenced by job stress, according to Memon et al. (2016); Garg et al. (2018) job satisfaction also affects work engagement, the results of his research find that there is a positive and significant effect between job satisfaction and work engagement, while Pranazhira and Sukmawati (2017) state that job satisfaction has no effect on employee work engagement. Based on this, it is interesting to study further the mediating role of job satisfaction on the effect of job stress on work engagement according to the research of Nasrul et al. (2020) who found that job satisfaction was able to mediate the effect of job stress on work engagement.

In addition to job stress, Gagné (2014:252); stated that competence can increase engagement in doing work, this is supported by research conducted by Pranazhira and Sukmawati (2017) which states that competence affects work engagement. Further research conducted by Haruna and Marthandan (2017); Utami and Sukmawati (2019); Wardani and Fatimah (2020) found that competence has an effect on work engagement. In addition, another study conducted by Renyut et al. (2017) found that job satisfaction was also influenced by competence and the results of his research found that employee competence had a positive and significant effect on job satisfaction, by Plomp et al. (2016); Wu et al. (2018); Gorenak et al. (2019) also stated that competence had a positive effect on job satisfaction, while different results were found in Adam and Kamase (2019) study which stated that competence had a positive but not

significant effect on job satisfaction. In another study conducted by Alzyoud (2018) found that job satisfaction also has a positive influence on work engagement. Further research by Aslan (2019: 256); Wirawan et al. (2020) also found that job satisfaction has a significant effect on work engagement, but in this study job satisfaction will be studied as a mediator, according to the research of Nasrul et al. (2020) who found that job satisfaction was able to mediate the effect of competence on work engagement.

Based on the description that has been presented, this study will further examine the role of job satisfaction as a mediator of the influence of job stress and competence on work engagement, the existence of a research gap and the limitations of research examining the relationship become the basis for further examining the relationship between these variables, is expected to provide novelty in related fields. This research was conducted at the Department of Culture, Badung Regency because there are still several problems related to employee work engagement.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

A. Literature Review

a) Work Engagement

According to Conte et al. (2019) work engagement is a motivational and positive thought center related to work. Work engagement is seen as a very valuable employee quality in the workplace (Robijn et al. 2020). Employees with work engagement will be fully involved in their work, so they will have a huge responsibility for their work (Angin et al. 2020).

Employees with work engagement will involve themselves in the best interests of the organization (Rasha et al. 2015). Schaufeli et al. (2019) stated that work engagement is characterized by vigor, dedication and absorption, while Toth et al. (2020) stated that work engagement as one of the most significant drivers for positive work performance, it is related to psychological conditions consisting of physical aspects, emotional and cognitive behavior of the work.

Research conducted by Haruna and Marthandan (2017) found that work engagement was significantly influenced by competence. Garg et al. (2018) stated that there is a positive influence between work engagement and job satisfaction. According to Amin et al. (2018); Nasrul et al. (2020) work engagement is influenced by job stress and the results of his research show that work engagement is negatively and significantly affected by job stress, in addition Wardani and Fatimah (2020) stated that work engagement is significantly influenced by competence.

b) Job Stress

According to Shukla and Srivastava (2016) job stress is a dangerous physical and emotional response that occurs when job requirements do not match the employee's abilities, resources, and needs. Physical and emotional harm that occurs when job requirements do not match the employee's

abilities, responsiveness or needs. Stress at work arises from ambiguity and experiences beyond the control of employees, the factors that create stress can be sourced from individual stress, the work environment and the environment where Akgunduz and Eser (2020). Aruldoss et al. (2020) stated that job stress can be caused by an uncomfortable work environment, job conflict, role conflict, and working conditions, while (Sidhu et al. 2020) stated that employees can also suffer from high levels of job stress due to excessive workload, lack of promotion opportunities, role conflicts and unsatisfactory working conditions.

According to (Ramos et al. 2014) indicators of job stress such as role conflict and role ambiguity have a negative effect on job satisfaction and work engagement. Beena and Magesh (2017) state that there is a significant positive effect indicating that job stress can affect the level of work engagement. Amin et al. (2018) stated that job stress has a negative and significant effect on work engagement. Singh et al. (2019) stated that stress has a negative effect on job satisfaction, while Mukhtar et al. (2018) stated that job stress has a positive effect on job satisfaction.

c) Competence

According to Margarita and Egle (2016) competence is a human characteristic that allows him to perform work tasks or manage situations better. Furthermore, Gupta and Kumar (2016) state that competence consists of competencies for organizations and competencies for individuals. It can be described that for organizations competence is defined as the technical ability that distinguishes the company from competitors, while for individuals competence can be defined as a combination of knowledge, skills, and abilities that affect the performance of Moulton et al. (2016).

Competence is a combination of several components, including knowledge, skills, attributes, and individual characteristics of Haruna and Marthandan (2017). According to Kuruba (2019) competence is the ability to do a job well. Competence is a basic characteristic possessed by an employee that is causally related to efforts to meet the criteria needed to occupy a (Sabuhari et al., 2020). Employees with unique professional and personal competencies have special value for managers (Maloletko and Kaurova, 2021:726).

According to Renyut et al. (2017) competence has a positive and significant influence on job satisfaction, in line with this Wu et al. (2018) stated that competence had a positive effect on job satisfaction, but Adam and Kamase (2019) stated that competence had a positive but not significant effect on job satisfaction. In addition, Utami and Sukmawati (2019); Wardani and Fatimah (2020) also stated that competence has a significant influence on work engagement.

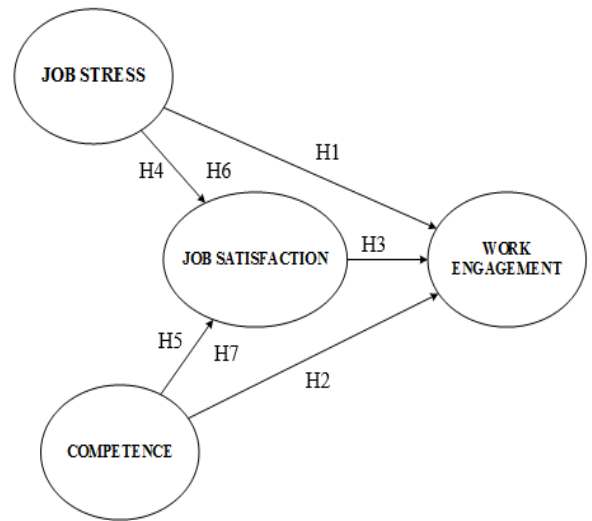
d) Job Satisfaction

According to Lee et al. (2017) job satisfaction is a psychological and physiological aspect of employee

satisfaction with work environment factors, besides job satisfaction is also described as positive feelings about work results and evaluation of its characteristics Robbins and Judge (2017). Miao et al. (2017) stated that job satisfaction is an important thing that can build organizational psychology so that it will affect organizational behavior. Job satisfaction is seen as a measure of how happy an employee is with his job and position Abdul et al. (2018). Further Conte et al. (2019) states that job satisfaction as a cognitive evaluation or affective evaluation of one's work.

According to Memon et al. (2016) there is a positive and significant effect between job satisfaction on work engagement, but Renyut et al. (2017) stated that job satisfaction is positively and significantly influenced by competence. Research Wirawan et al. (2020) found that job satisfaction had a significant effect on work engagement, while Nasrul et al. (2020) stated that job satisfaction is a mediator between competence and work engagement and job stress and work engagement. Further research conducted by Ramlawati et al. (2021) found that job satisfaction is negatively affected by job stress.

Conceptual Framework



B. Research Hypothesis

The effect of job stress on work engagement

Sarath and Manikandan (2015) state that there is a negative correlation between job stress and overall work engagement. Khairuddin et al. (2017) stated that there is a negative effect of stressors (sources of stress) on work engagement. Tillman et al. (2017) stated that there is a negative relationship between stress and work engagement. Amin et al. (2018) stated that job stress has a negative and significant effect on work engagement. Fontes et al. (2019) stated that stress has a negative effect on work engagement. Nasrul et al. (2020) stated that work stress has a negative and significant effect on work engagement. From the results of previous studies, the following hypothesis was formulated:

H1: Job stress has a negative and significant effect on work engagement.

Gagné (2014:252) states that competence can increase engagement in doing work. Haruna and Marthandan (2017) state that competence has a significant effect on work engagement. Unnikrishnan (2017) states that predictive managerial competence increases employee engagement. Unnikrishnan (2017); Utami and Sukmawati (2019) state that competence affects work engagement. Wardani and Fatimah (2020) state that competence has a significant effect on work engagement. Tyas *et al.* (2020) stated that employee competence has a positive and significant effect on employee work engagement. From the results of previous studies, the following hypothesis is formulated:

H2: Competence has a positive and significant effect on work engagement.

Guglielmi *et al.* (2016) stated that job satisfaction is significantly related to work engagement. Memon *et al.* (2016) stated that job satisfaction has a significant positive relationship with work engagement. Garg *et al.* (2018) stated that there is a positive relationship between job satisfaction and work engagement. Alzyoud (2018) states that job satisfaction is positively related to work engagement. Aslan (2019: 256); Wirawan *et al.* (2020) stated that job satisfaction has a significant effect on work engagement. Job satisfaction has a significant positive relationship with work engagement (Simone *et al.*, 2018); (Simone *et al.* 2018); (Robianto *et al.* 2020). From the results of previous studies, the following hypothesis was formulated:

H3: Job satisfaction has a positive and significant effect on work engagement

Vasan (2018) states that job stress has a negative and significant effect on job satisfaction. Singh *et al.* (2019) stated that stress has a negative effect on job satisfaction. Wu (2019) states that job stress with the hindrance stress indicator has a significant negative impact on job satisfaction. Nagori and Singh (2019) state that job stress has a negative impact on employee job satisfaction, in line with this Pasaribu *et al.* (2020); Baah *et al.* (2020); Ramlawati *et al.* (2021) stated that job stress has a negative effect on job satisfaction. From the results of previous studies, the following hypothesis was formulated:

H4: Job stress has a negative and significant effect on job satisfaction

Plomp *et al.* (2016) stated that career competence is positively related to job satisfaction. Renyut *et al.* (2017) stated that employee competence has a positive and significant effect on job satisfaction. Hsiao and Lin (2018) state that employee competence has a positive effect on job skills, salaries and job satisfaction levels. Mulyanto *et al.* (2018); Bagia & Cipta (2019) states that competence can have a significant effect on job satisfaction, so that higher competence will have a positive effect on job satisfaction. Lu

et al. (2019) stated that competence is positively related to job satisfaction. Gorenak *et al.* (2019) stated that there is a significant relationship between managerial competence and employee satisfaction. From the results of previous studies, the following hypothesis was formulated :

H5: Competence has a positive and significant effect on job satisfaction.

Memon *et al.* (2016) stated that job satisfaction is positively and significantly related to work engagement. Tillman *et al.* (2017) stated that there is a negative relationship between stress and work engagement. Vasan (2018) states that job stress has a negative and significant effect on job satisfaction. Amin *et al.* (2018) stated that job stress has a significant negative effect on work engagement. Yousef (2018) states that job satisfaction mediates the influence of role conflict and role ambiguity that causes stress on work engagement and various aspects of organizational commitment. Oginyi (2018) states that low job stress and a conducive work engagement will provide positive job satisfaction and optimism, as well as normal work engagement. Baah *et al.* (2020) stated that job stress has a negative effect on job satisfaction. Nasrul *et al.* (2020) stated that job stress has a negative and significant relationship to work engagement through job satisfaction. From the results of previous studies, the following hypothesis was formulated:

H6: Job satisfaction mediates the effect of job stress on the work engagement

Haruna and Marthandan (2017) state that competence has a significant effect on work engagement. Unnikrishnan (2017) states that predictive managerial competence increases work engagement. Wu *et al.* (2018) stated that competence has a positive influence on job satisfaction. Job satisfaction has a significant positive relationship with work engagement (Simone *et al.*, 2018). Gorenak *et al.* (2019) stated that there is a significant relationship between managerial competence and employee satisfaction with work. Wirawan *et al.* (2020) stated that job satisfaction has a significant effect on work engagement. Nasrul *et al.* (2020) stated that competence has a positive and significant relationship with work engagement through job satisfaction. From the results of previous studies, the following hypothesis was formulated:

H7: Job satisfaction mediates the effect of competence on the work engagement

III. RESEARCH METHODOLOGY

The questionnaire consists of five parts, namely the demographic characteristics of the respondents, work engagement, job stress, competence and job satisfaction. Demographic characteristics measured include gender, age, marital status, length of work and education. Three dimensions and six indicators adapted from (Toth *et al.* 2020) were used to measure work engagement, six

dimensions and two indicators were adapted from (Wu *et al.* 2018) used to measure job stress, five dimensions and thirty one indicators were adapted from (Gupta and Kumar, 2016) were used to measure competence and six dimensions and seventeen indicators were adapted from (Lee *et al.* 2017) were used to measure Job Satisfaction These indicators are modified to be consistent with this research. All indicators are measured on a Likert scale of one to five, where the value of one shows the size of the strongly disagree statement, the value of two shows the size of the statement of disagreement, the value of three shows the size of the doubtful/neutral statement, the value four indicates a statement of agreement and a value of five point indicates a statement of strongly agree.

Determination of samples and data collection of 153 employees of the Badung Regency Culture Office related to the variables studied, was carried out online using google form to support paperless movements in the face of the digitalization era.

IV. RESULTS AND DISCUSSION

In this study, it shows that male respondents dominate with a number of 85 people with a percentage of 56% and a number of women as many as 68 people with a percentage of 44%. Most of the respondents in this study were married, consisting of 121 people who were married with a percentage of 79% and 32 people who were unmarried with a percentage of 21%. At the age of the respondents, in this study the age range of 20-30 years dominated with 52 respondents with a percentage of 34%. Respondents with an age range of 31 - 40 years were 18 people with a percentage of 12%, respondents with an age range of 41 - 50 years were 45 people with a percentage of 29% and respondents with an age range of 51 - 60 years were 38 people with a percentage of 25%. In the classification of the length of work, the respondents in this study were dominated by the range of 1-10 years with a total of 76 people with a percentage of 50%. Respondents with a length of work of 11-20 years were 44 people with a percentage of 29%, respondents with a length of work of 21-30 years were 30 people with a percentage of 20% and respondents with a length of work of 31-40 years were 4 people with a percentage of 3%.

The majority of the educational backgrounds of the respondents in this study were S1 (bachelor degree), amounting to 110 people with a percentage of 72%, then S2 (master degree), which amounted to 24 people with a percentage of 16% and High school, which amounted to 19 people with a percentage of 12%, in this study there were no respondents with the education classification of S3 (doctor degree).

A. Research Instrument Test

Before being distributed, the research instrument was first tested for validity and reliability to 30 respondents. Based on the analysis it can be concluded that all research

instruments (work engagement, job stress, competence and job satisfaction) have a correlation coefficient of more than 0.3 so that all items in the instrument are said to be valid. The Cronbach's alpha of all instruments is greater than 0.6. This shows that these measurements can provide consistent results when re-measured on the same subject. Thus, the instrument is reliable so that it can be used and continued.

B. Research Model Test

Inferential statistical analysis uses a variance-based or component-based approach with the Partial Least Square (PLS) method. There are four values that must be considered at this stage, namely the goodness of fit of the outer model, namely the value of convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. The convergent validity test shows that the work engagement variable, all indicators have a factor loading value above 0.5 with the highest indicator value found in the feeling indicator related to the atmosphere at work (Y3.2) with the respondent's perception value of 0.907. All indicators of job stress variables have a factor loading value above 0.5 with the highest indicator value found in the leader's assistance indicator in doing work (X1.4.2), with a respondent's perception value of 0.964. All competency variable values have a value greater than 0.5. The indicator of the ability to face restructuring (X2.3.4) has the highest factor loading value, with the respondent's perception value of 0.920. All indicators of job satisfaction variable have a factor loading value above 0.5. Indicator of liking to superiors in a professional manner (M3.2) which is an indicator that has the highest loading factor, with a perceived value of 0.985.

The validity test is also carried out by the test method that compares the square root value of the average variance extract (AVE) for each construct with the correlation between the other constructs contained in the model. The results of the discriminant validity test explain that the AVE value in the research variable has a value above 0.5 so that this measurement can be said to meet the requirements for measuring discriminant validity. The results of the composite reliability test are good, because all latent variables are reliable, which have a composite reliability value greater than 0.7. This shows that all indicators have become a measuring tool for their respective constructs. This shows that all latent variables have a Cronbach's alpha value above 0.7, so it can be concluded that this study has met reliability. The structural goodness of fit in the inner model can see the relationship between constructs by comparing the significance value and R-square of the research model. The R-square value of the work engagement variable is 0.493, it can be interpreted that 49.3% of the construct variability is explained by job satisfaction, job stress and competence variables, while the remaining 51.7% of the work engagement variable is explained by variables outside the model. Likewise with the variable job satisfaction variable, the R-square value of 0.518. It can be interpreted that 51.8%

of the variability of the job satisfaction construct is explained by the variables of work engagement, job stress and competence, while as much as 49.2% of the job satisfaction variables are explained by variables outside the model. The model is measured using the Q-Square predicate relevance for the structural model, which aims to measure how well the observations made by the model and also its parameter estimates. The value of Q-Square > 0 indicates that the model has predicate relevance, conversely if the value of Q-Square ≤ 0 indicates that the model has no predicate relevance.

$$\begin{aligned}
 Q2 &= 1 - (1-R12) (1-R22) \\
 &= 1 - (1-0,493) (1-0,518) \\
 &= 1 - (0.517) (0.492) \\
 &= 1 - 0.254 \\
 &= 0.746
 \end{aligned}$$

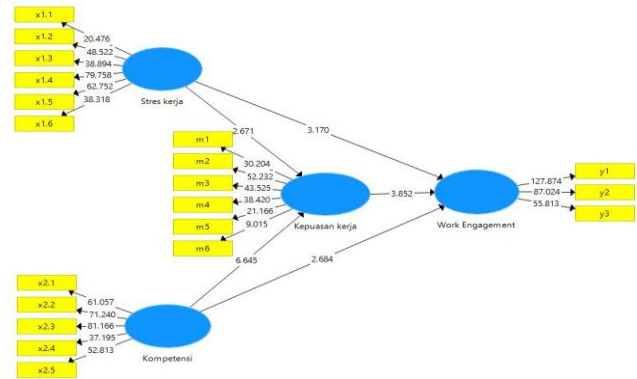
The results of this calculation indicate that the value of Q2 is greater than 0 (0.746), so it can be interpreted that the model is good because it has a relevant predictive value, which is 74.6%. This shows the variations in the work engagement variable, which can be explained by the variables used, namely the variable job satisfaction, job stress and competence, while as much as 25.4% is explained by other variables outside of this research model can be said to be a structural model this is in accordance with the data.

C. Hypothesis Testing Results

Hypothesis testing is done by using the p-test (p-value) on each path of influence between the variables. In PLS, statistical testing of each hypothesized relationship is carried out using a simulation. Bootstrapping testing is also intended to minimize the problem of abnormal research data. The test results with bootstrapping from the PLS analysis can be seen in Table 1.

Table 1. Inner Loading Results

	Coefficient	T-Statistics	P-Value
Job Stress → Work engagement	-0.279	3.170	0.002
Competence → Work engagement	0.213	2.684	0.008
Job Satisfaction → Work engagement	0.362	3.852	0.000
Job Stress → Job Satisfaction	-0.251	2.671	0.008
Competence → Job Satisfaction	0.593	6.645	0.000
Job Stress → Job Satisfaction → Work engagement	-0.091	2.120	0.034
Competence → Job Satisfaction → Work engagement	0.215	3.356	0.001



The results in Table 1 provide information that job stress has a negative and significant effect on work engagement, with a correlation coefficient of -0.279, a statistical t value of 3.170 and a p-value of 0.002 or <0.05, then Hypothesis 1 (H₁) is accepted. Competence has a positive and significant effect on work engagement, with a correlation coefficient of 0.213 and a t statistics value of 2.648 with a p-value of 0.008 or <0.05, then Hypothesis 2 (H₂) is accepted. Job satisfaction has a positive and significant effect on work engagement, with a correlation coefficient of 0.362, a t statistics value of 3.852 and a p-value of 0.000 or <0.05, then Hypothesis 3 (H₃) is accepted. Job stress has a negative and significant effect on job satisfaction, with a correlation coefficient of -0.251, a t statistics value of 2.671 and a p-value of 0.008 or <0.05, then Hypothesis 4 (H₄) is accepted. Competence has a positive and significant effect of competence on job satisfaction, with a correlation coefficient of 0.593, a t statistics value of 6.645 and a p-value of 0.000 or <0.05, then Hypothesis 5 (H₅) is accepted. Job satisfaction is able to mediate the effect of job stress on work engagement, with a correlation coefficient of -0.091, a t statistics value of 2.120 and a p-value of 0.034 or <0.05, then Hypothesis 6 (H₆) is accepted. Job satisfaction is able to mediate the effect of competence on work engagement, with a correlation coefficient of 0.215, a t statistics value of 3.356 and a p-value of 0.001 or <0.05, then Hypothesis 7 (H₇) is accepted.

E. Discussion

The results of the study indicate that job stress has a negative and significant effect on work engagement. The results of this study are in line with the research conducted by Sarath and Manikandan (2015); Khairuddin *et al.* (2017); Tillman *et al.* (2017); Amin *et al.* (2018); Fontes *et al.* (2019). The results in this study are different from the research conducted by Vandiya and Etikariena (2018) which states that work stress has an effect on work engagement but is not significant. These results indicate that the lower of job stress, it will increase work engagement.

The results of the study indicate that competence has a positive and significant effect on work. The results of this study empirically support the research conducted by Haruna and Marthandan (2017); Unnikrishnan (2017); Pranazhira

and Sukmawati (2017); Utami and Sukmawati (2019); Wardani and Fatimah (2020); Tyas et al. (2020). These results indicate that the higher of competence, it will increase work engagement.

The results of the study indicate that job satisfaction has a positive and significant effect on work engagement. The results in this study are in line with the results of research conducted by Guglielmi *et al.* (2016); Memon *et al.* (2016); Garg *et al.* (2018); Alzyoud (2018); Aslan (2019: 256); Wirawan *et al.* (2020); Simone *et al.* 2018; Robianto *et al.* (2020). The results of this study are different from research conducted by Pranazhira and Sukmawati (2017) which states that job satisfaction has no effect on work engagement. These results indicate that the higher of job satisfaction, it will increase work engagement.

The results of the study indicate that job stress has a negative and significant effect on job satisfaction. The results in this study are in line with the results of research conducted by Vasan (2018); Singh *et al.* (2019); Wu (2019); Nagori and Singh (2019); Pasaribu *et al.* (2020); Baah *et al.* (2020); Ramlawati *et al.* (2021). The results of this study are different from research conducted by (Kim and Kim, 2019) which states that job stress has no significant effect on job satisfaction. These results indicate that the lower of job stress, it will increase job satisfaction.

The results of the study indicate that competence has a positive and significant effect on job satisfaction. The results of this study are in line with the research conducted by Plomp *et al.* (2016); Renyut *et al.* (2017); Hsiao dan Lin (2018); Mulyanto *et al.* (2018); Bagia dan Cipta (2019) Lu *et al.* (2019) Gorenak *et al.* (2019). The results in this study are different from the research by Adam and Kamase (2019) which states that competence has no significant effect on job satisfaction. These results indicate that the higher of competence, it will increase job satisfaction.

The results showed that job satisfaction was able to mediate the effect of job stress and competence on the work engagement. The results of this study empirically support the research conducted by Nasrul *et al.* (2020) who got the result that job satisfaction was able to mediate the effect of job stress and competence on work engagement. These results indicate that the lower of job stress and the higher of job satisfaction it will increase work engagement. In addition, the test results indicate that the higher of competence and the higher of job satisfaction, it will increase work engagement.

IV. RESEARCH IMPLICATION AND LIMITATIONS

A. Theoretical implications

The findings of this study support the theory of social exchange, namely when employees can avoid work stress and are given the suitability of carrying out tasks based on their competencies, employees will give feedback to the institution through a very high level of work engagement, if the agency can maintain that, of course high of employee work engagement will have implications for the achievement of organizational goals in order to realize the strategic plans

of the regional government.

This study also supports Herzberg's motivation theory or hygiene-motivator theory, which states that the motivation theory applied to the workplace consists of two types of motivating factors, namely satisfaction and dissatisfaction. The impact of employee satisfaction and dissatisfaction in carrying out their work is motivated by the suitability of assigning tasks based on the competencies possessed by employees. If the agency can maintain this, it will have implications for the level of job satisfaction that leads to employee work engagement, but when the employee has not received a match between the assignment of tasks and the competencies possessed by the agency, employees tend to withdraw from work so that it can cause work stress which can have a negative impact on work engagements.

B. Managerial implications

This research can be used as a reference that to increase work engagement it is important to maintain the competence of employees to remain high, because high competence can increase work engagement. Things that need to be considered in order to increase the influence of competence on work engagement are the ability of employees to complete work, the ability to work well after receiving training, and the ability to respect the dignity of colleagues who are affected by a decision. It is important for agencies to provide opportunities for employees to be able to improve their competencies through the provision of training or training, so that employees will have the ability to deal with problems at work until there is an organizational change or restructuring. This can contribute to increasing employee work engagement in the agency.

This research can be used as a reference that to increase work engagement it is important to keep employees from work stress, because low work stress can increase work engagement. Things that need to be considered in order to keep work stress low so as to increase work engagement, namely agencies as far as possible keep employees from getting family understanding of the work being done, avoiding feelings of isolation at work, leaders must be able to provide assistance to subordinates in carrying out their duties. work, implementing a unit wage system in a reasonable organization, reducing work that requires separation, anticipating conflicts or unhappiness in employees in doing work, leaders can provide support to subordinates in doing work, protect employee rights in doing work, maintain job stability and providing clear explanations related to the work carried out by employees.

Especially for the Culture Service institution to make employees more attached to their work so that they always keep employees from feeling work stress and competence because low work stress and high competence can increase employee work engagement. In addition, job satisfaction can also be used as an important thing to mediate the effect of work stress and competence on work engagement, so that employees have a very high feeling of attachment to their

work. Important things that need to be maintained so that employees remain satisfied with their work include employees' liking for their work, how employees can enjoy the work they are doing, maintaining employee satisfaction related to superiors' fairness to subordinates, keeping employees satisfied with new experiences gained from work, maintain employee satisfaction with superiors' abilities so that employees can like their superiors in a professional manner, maintain the stability of the work carried out, ensure the agency's payroll system to encourage employees to work hard, give rewards to employees for carrying out work that has been done properly, give employees the opportunity to raise salaries and keeping the employee's role in the team recognizable so that it has a positive impact.

C. Research Limitations

This research is limited to only focusing on one agency, namely the Badung Regency Culture Office, so the results cannot be generalized to other agencies. Further research is expected to be able to carry out research in sectors other than government agencies, such as hospitality, banking and manufacturing. This research was only conducted in a certain period of time or cross-sectional, while developments in the current government agency environment are fast and dynamic so it is hoped that this research can be carried out again in the future. This study only integrates work stress and competence on work engagement by mediating job satisfaction. Future research is expected to be able to integrate other variables, to examine more deeply the factors that affect work engagement. Characteristics of respondents including gender, status, age, ASN status, length of work and education in this study have not been able to identify the level of employee work engagement based on job classification, so that further research is expected to test the level of employee work engagement based on the classification of positions held.

V. CONCLUSION AND SUGGESTIONS

A. Conclusion

Job stress has a negative and significant effect on work engagement. The results of this study explain that the lower the work stress felt by the employees of the Department of Culture, the higher the level of work engagement they have. Competence has a positive and significant effect on work engagement. The results of this study explain that the higher the competence of the Culture Service employees, the higher the level of work engagement they have. Job satisfaction has a positive and significant effect on work engagement. The results of this study explain that the higher the job satisfaction felt by the employees of the Department of Culture, the higher the level of work engagement they have. Job stress has a negative and significant effect on job satisfaction. The results of this study explain that the lower the work stress felt by the Culture Service employees, the more satisfied employees will be with their work. Competence has a positive and significant effect on job

satisfaction. The results of this study explain that the higher the competence of the Culture Service employees, the more satisfied employees will be with their work. Job satisfaction partially mediates the effect of job stress on work engagement. The lower the work stress and the higher the job satisfaction felt by the employees of the Culture Service, it will be able to increase their work engagement. Job satisfaction partially mediates the effect of competence on work engagement. The higher the competence and the higher job satisfaction felt by the employees of the Culture Service, it will be able to increase their work engagement.

B. Suggestion

Based on the results of the research, the role of job satisfaction in mediating the effect of job stress and competence on work engagement is very important so that to keep employees satisfied with their work, agencies need to pay attention to how the organization's operating procedures, employee pressure in doing work and conflicts that occur in the workplace, because several respondents have not felt satisfaction related to this. Agencies can evaluate and innovate in efforts to increase employee understanding, especially in understanding organizational procedures related to information technology so that it will reduce pressure on employees in doing work in order to reduce the intensity of conflicts in the workplace.

Maintaining a high level of work engagement is very important for agencies, because a high level of employee work engagement will have an impact on achieving organizational goals, it is important for agencies to pay attention to strategies so that employees can feel deeper and more engaged when doing work, due to several reasons. respondents feel that this has not been achieved when working at the Department of Culture. Agencies can evaluate and innovate in efforts to keep employees feeling deeper and more solemn when doing work so that the level of employee engagement will increase. In addition, work stress on employees is also an important thing that must be maintained, so that employees can avoid work stress, it is important for agencies to pay attention to several things, mainly on the overtime mechanism at work, different job requirements from superiors and responsibilities that cause fear related to mistakes accountability, because some respondents feel that work stress can be caused by this. Agencies can evaluate and innovate on efforts to improve overtime mechanisms at work, overcome the existence of different job requirements from superiors and make conditions so that the responsibilities carried out by employees do not cause fear of accountability errors.

Maintaining high competence is very important for agencies, because high competence will increase employee work engagement, so it is important for agencies to pay attention to employees so that they can do their jobs competently, so that employees are able not to argue with someone just to prove themselves right and the employee able to contribute valuable insights for a work in a team,

because some respondents feel they do not have these competencies. Agencies can provide training or training opportunities to related employees, so that employees can be competent at work, have good potential and abilities to increase the effectiveness of their participation in a job to work groups or teams, especially in integrating information and advice into work groups, in addition to it is necessary for agencies to minimize the occurrence of employee debates in carrying out a job.

Further research should take research locations other than government agencies, such as in the banking, hospitality and manufacturing sectors. In future research, it is advisable to use different analytical techniques such as variations between moderation and mediation.

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