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The Influence of Work Stress, Work Motivation, Work Environment on The Performance of Health Workers In 24-Hour Non-Inpatient Community Health Centers in Wonocolo District, Surabaya with Job Satisfaction as An Intervening Variable

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ABSTRACT

Purpose: his study aims to analyze the influence of work stress, work motivation, and work environment on the performance of healthcare workers at 24-Hour Non-Inpatient Community Health Centers in Wonocolo District, Surabaya. The study also explores the impact of these three factors on job satisfaction and examines the role of job satisfaction as an intervening variable in the relationship between work stress, work motivation, and work environment on the performance of healthcare workers. This research adopts a quantitative approach using a survey method with 90 healthcare workers as the sample. Data collection was conducted through questionnaires, and data analysis was carried out using Structural Equation Modeling (SEM). The results of the study indicate that out of ten hypotheses tested, three hypotheses were accepted. Work stress has a significant negative effect on healthcare workers' performance (P = 0.000), work motivation has a significant positive effect on job satisfaction (P = 0.001), and the work environment has a significant positive effect on job satisfaction (P = 0.003). Other hypotheses, such as the direct effects of work stress, work motivation, and work environment on performance and job satisfaction, were rejected as they did not meet the significance threshold of $P < 0.05$. The limitations of the study include the small sample size and the use of questionnaires, which may be influenced by respondents' subjective bias. Future research is expected to involve a larger sample and additional variables.

Design/methodology/approach: The technique for collecting data involved using questionnaires that were completed through the Saturated Sampling method. These questionnaires were distributed to a sample of 90 healthcare workers at the Community Health Centers in Wonocolo District, Surabaya, and the data was analyzed using the SEM-PLS application.

Findings: The results indicate that work stress negatively affects the performance of healthcare workers. Work motivation does not considerably impact the performance of healthcare workers. Also, the work environment has no major influence on their performance. Work stress does not noticeably affect job satisfaction. On the other hand, work motivation has a positive effect on job satisfaction. What's more, the work environment plays a major role in determining job satisfaction. Job satisfaction, however, does not considerably affect the performance of healthcare workers and does not act as a mediator in the relationship between work stress, work motivation, the work environment, and healthcare worker performance.

Originality/value: This study contributes to understanding the factors influencing healthcare worker performance at the Surabaya Regional Health Laboratory. It highlights that while work stress negatively impacts performance, work motivation positively affects job satisfaction, and the work environment significantly influences job satisfaction. However, job satisfaction does not substantially impact performance and does not mediate the relationships between work stress, work motivation, the work environment, and performance. This insight emphasizes the need for targeted strategies to address work stress and motivation to enhance employee outcomes.

Paper type: Research paper

Keyword: *Work Stress, Work Motivation, Work Environment, Job Satisfaction.*

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I. INTRODUCTION

Surabaya has undergone swift development, resulting in various health challenges, particularly because the population density has not been accompanied by improvements in living standards and infrastructure. Major social and cultural shifts have also influenced community behaviors, potentially leading to health issues. To tackle these challenges, one of Surabaya's main objectives is to enhance the quality of life for its residents by improving health standards. Community Health Centers (Puskesmas) are essential to this initiative, acting as key providers of primary healthcare services.

In light of globalization and swiftly changing conditions, Puskesmas in Surabaya must constantly adjust to ensure effective and efficient healthcare delivery. The performance of healthcare workers is essential for the health of the organization and the quality of services provided. Optimal performance is essential not only for maintaining the organization's reputation but also for ensuring high-quality healthcare for the community.

Puskesmas are critical components of the national health system, particularly in delivering equitable and accessible primary healthcare services. In the Wonocolo District of Surabaya, there are two non-inpatient Puskesmas that operate 24 hours: Puskesmas Sidosermo and Puskesmas Jemursari. These centers are instrumental in providing daily health services and addressing emergency situations.

Several factors influence the performance of healthcare workers at Puskesmas, including work stress, work motivation, and the conditions of the work environment. Work stress can affect performance positively or negatively, depending on how well individuals cope with the pressure. Work motivation is another important factor that encourages healthcare workers to deliver optimal service. Besides, a supportive work environment, including assistance from colleagues and appropriate facilities, contributes to enhancing performance and job satisfaction.There exists a knowledge gap in prior research regarding the factors that influence healthcare worker performance at non-inpatient Puskesmas, particularly in specific contexts such as the Wonocolo District. This study aims to fill this gap by thoroughly analyzing the impacts of work stress, work motivation, and work environment on healthcare worker performance, while also considering job satisfaction as an intervening variable. The results are anticipated to offer new insights and policy recommendations for enhancing primary healthcare services.

A. Literature Review

1. Work Stres

According to Utami (2022), Individuals who are unable to manage stressors will respond negatively, making it necessary to develop skills and abilities to cope with stress. There are three main sources of stress: environmental factors, organizational factors, and individual factors..

2. Work Motivation

Astuti (2020) states that motivation is an internal drive that triggers a series of human behavioral processes aimed at achieving predetermined goals. Motivation includes key elements such as arousing, directing, sustaining, being continuous, and having clear objectives. It is not merely a driving force, but also guides individuals to remain focused on their goals and maintain consistency in their efforts to achieve those goals. This process plays a crucial role in providing energy and resilience to individuals when facing challenges.

3. Work Environment

According to Sedarmayanti (2017), the work environment encompasses all aspects related to the place where a person works, including tools, materials, methods, and work arrangements, both individually and in groups. The work environment is also defined as a place for groups equipped with supporting facilities to achieve the company's goals in line with its vision and mission.

4. Job Satisfaction

Job satisfaction is a general attitude toward one's job that reflects the difference between the amount of rewards workers receive and the amount they believe they should receive (Dr. Meithiana Indrasari, S.T., 2017)..

5. Healthcare Worker Performance

According to Mangkunegara (2017), performance is the quality and quantity of work achieved by a healthcare employee in carrying out their duties according to the responsibilities assigned to them. Performance is a function of motivation and ability.

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II. METHODS

A. Conceptual Framework

Referring to the background information, research objectives, and previous research findings, a conceptual framework has been developed to provide more detailed guidance in achieving the objectives of this research. The outline of the conceptual framework in this study can be presented as follows:

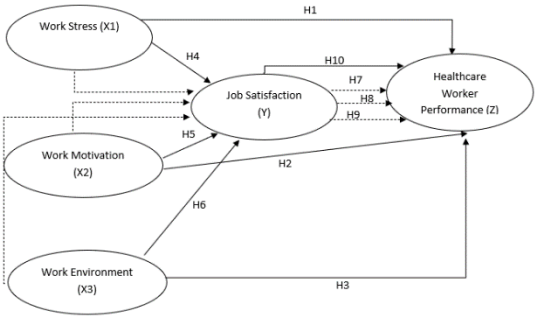

Figure 1. Research Conceptual Framework

B. Hypothesis

Work stress can have a positive relationship with performance, as indicated by the research conducted by Riny Chandra and Dody Adriansyah (2017), which shows that work stress can significantly affect the performance of employees at PT. Mega Auto Central Finance Branch Langsa..

H1: Work stress has a positive effect on the performance of healthcare workers.

According to a study conducted by Andi Armayudi Syam (2023) on the influence of motivation on the performance of healthcare workers at the Sinjai Barat Community Health Center in Sinjai District, it was found that motivation affects the performance of healthcare workers at the Tengngalembang Health Center in Sinjai, Sinjai Barat District. The results indicate that the motivation variable has a positive impact on the performance of healthcare workers at the Tengngalembang Health Center in Sinjai..

H2: Work motivation positively affects the performance of healthcare workers.

According to a study conducted by Qonitatin Nisak et al. (2022) on the influence of the work environment, workload, and work stress on the performance of medical personnel at the UPTD Tarik Health Center, it was found that the work environment has a positive and significant effect on the performance of medical personnel at the Tarik Health Center, both simultaneously and partially.

H3: The work environment positively affects the performance of healthcare workers.

According to a study conducted by Yolanda Yosephine Irawan et al. (2020) on the influence of work stress on job satisfaction among nurses in the inpatient unit at Advent Hospital Bandung, the results showed that nurses in this unit experience moderate levels of work stress and satisfactory job satisfaction. Additionally, there is a significant relationship between work stress and job satisfaction, as indicated by the significance value. This means that an increase in work stress levels can lead to a decrease in job satisfaction among nurses working at the hospital.

H4: Work stress negatively affects job satisfaction.

Elmira Apriliani (2020) conducted a study on the relationship between remuneration and work motivation with job satisfaction among nurses at RS PKU Muhammadiyah Gamping. The results of the study showed that work motivation has a significant positive effect on job satisfaction..

H5: Work motivation has a positive effect on job satisfaction.

Based on the descriptive analysis conducted by Dita et al. (2019), the Work Environment (X1) at Jomin, Kotabaru, and North Cikampek health centers has a positive influence on Job Satisfaction (Y).

H6: Lingkungan Kerja berpengaruh positif terhadap Kepuasan Kerja.

The results of Bintang Perdana's study, titled "Analysis of Health Workers' Job Satisfaction in Improving the Performance of Health Workers at Al Islam Hospital," show that the influence of job satisfaction on the performance improvement of health workers has a positive outcome, based on data processing results that indicate a high categorization.

H7: Job satisfaction has a positive effect on the performance of health workers..

The research conducted by Henny Kurniat et al. (2022) states that work stress has a direct negative and significant effect on job satisfaction among employees of the Salido Community Health Center in Pesisir Selatan Regency.

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H8 : Work stress has a negative effect on healthcare workers' performance with job satisfaction as an intervening variable.

The research conducted by Rifdah Adilah et al. examined the influence of workplace safety, work motivation, and social support on healthcare workers' performance through job satisfaction at DKT Hospital Sidoarjo during the Covid-19 pandemic. The results of the study showed that work motivation affects performance through job satisfaction as an intervening variable.

H9 : Work motivation has a positive effect on healthcare workers' performance with job satisfaction as an intervening variable.

The next research was conducted by Yoga et al. in 2018 with the title "The Effect of Work Environment and Organizational Culture on Employees Mediated by Work Stress: A Study at PT ADIRA Dinamika Multifinance in Denpasar." The results of this study showed that the work environment affects performance, and job satisfaction can mediate the influence of the work environment and compensation on performance. This study used Nuraini's theory for the work environment and Widodo's theory for performance. The similarity with this research lies in the use of questionnaires for data collection and linear regression analysis for data processing.

H10: The work environment has a positive effect on healthcare workers' performance with job satisfaction as an intervening variable.

C. Data Collection and Analysis Technique

This type of research falls into the category of quantitative research. Quantitative research methods can be defined as "a research approach based on positivist philosophy, used to investigate a specific population or sample, with data collection techniques involving research tools or instruments, and data analyzed quantitatively or statistically with the aim of testing previously formulated hypotheses" (Sugiyono, 2021). The sample for this research was selected using a saturated sampling method, meaning that all 44 employees of the Surabaya City Health Laboratory were included as the research sample. This approach indicates that if the population size is less than 100 individuals, the entire population can be used as the research sample (Sugiyono, 2021). The data collection method in this research involves the use of a brief questionnaire. The questionnaire is completed through Google Forms. The data collection technique used by researchers is a questionnaire with a Likert Scale of 1-4. The data analysis technique in this research uses Structural Equation Modeling (SEM). The analytical method used in this research is Outer Model Analysis, Inner Model Analysis, to test the hypothesis, the p-values test is carried out using the Structural Equation Modeling (SEM) application.

III. RESULTS AND DISCUSSION

A. Results

1. Overview of Respondents

a. Characteristics of Respondents based on Gender

Table 1. Characteristics of Respondents Based on Gender

Gender	*Frequency*	*Percentage (%)*
Male	*25*	*27.78%*
Female	*65*	*72.22%*
Total	*90*	*100%*

Source: Processed primary data (2024)

Based on Table 1, it is known that there were 90 respondents (100%). Based on the characteristics of the respondents above, it shows that the majority of respondents are female.

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b. Characteristics of Respondents based on Age

Table 2. Characteristics of Respondents Based on Age

Age	*Number of Respondents*	*Percentage*
16 – 25	*6*	*6,67%*
26 – 35	*34*	*37,78%*
36 - 45	*33*	*36,67%*
46 - 55	*13*	*14,44%*
56 - 65	*4*	*4.44%*
>65	*0*	*0%*
Total	*90*	*100%*

Source: Processed primary data (2024)

Based on Table 2, it can be seen that the percentage of respondents aged 16 – 25 is 8.96%, aged 26 – 35 is 38.81%, aged 36 – 45 is 35.82%, aged 46 – 55 is 13.43%, aged 56 – 65 is 2.99%, and those over 65 years old is 0%. This indicates that the majority of respondents are within the age range of 26 – 35 years old.

c. Characteristics of Respondents Based on Healthcare Profession

Table 3. Characteristics of Respondents Based on Marital Status

No.	*Group*	*Number*	*Percentage*
1	*Doctors*	*15*	*16.67%*
2	*Nurses*	*19*	*21.11%*
3	*Midwives*	*14*	*15.56%*
4	*Administrative Staff*	*12*	*13.33%*
5	*Other*	*30*	*33.33%*
	Total	*90*	*100%*

Source: Processed primary data (2024)

Referring to Table 3, it can be observed that the majority of respondents fall into the "Other professions" category, representing 33.33% of the total respondents. This is followed by nurses, who constitute 21.11%, and doctors, who make up 16.67% of the respondents. Midwives account for 15.56% of the sample, while administrative staff make up the smallest group, representing 13.33% of the respondents. This distribution indicates a diverse range of professional backgrounds among the healthcare workers surveyed, with a significant portion coming from various other roles outside the primary categories of doctors, nurses, midwives, and administrative staff.

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d. Characteristics of Respondents Based on Length of Service at the Puskesmas

Table 4. Characteristics of Respondents Based on on Length of Service at the Puskesmas

No.	*Group*	*Number*	*Percentage*
1	*1 Th*	*19*	*21.11%*
2	*1-3 th*	*10*	*11.11%*
3	*3 - 5*	*8*	*8.89%*
4	*>5*	*53*	*58.89%*

Source: Processed primary data (2024)

According to Table 4 above, it can be seen that the percentage of respondents who have worked at the Puskesmas for more than 5 years is the highest, at 58.89%. This suggests that a significant portion of the healthcare workers have long-term experience in their roles. In contrast, 21.11% of respondents have only been working for 1 year, which is the second-largest group. Additionally, 11.11% of respondents have been employed for 1 to 3 years, while 8.89% have worked for 3 to 5 years. This distribution highlights a workforce with a wide range of experience, though most have extensive tenure at the Puskesmas.

2. Partial Least Square (PLS)

Model Scheme In this research, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 4.0 program.

3. Outer Model Testing

a. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0,6. Pada tahap 1 pengujian dengan semua indicator dihasilkan beberapa indicator yang tidak memenuhi validitas sehingga dilakukan eliminasi terhadap beberapa indicator yang tidak valid yaitu (X1.2,…) selanjutnya dilakukan uji convergent validity dan menghasilkan sebagaimana pada table berikut Tabel 4. The following are the loading factor values for each indicator on the research variables:

Table 4. Loading Factor

Variable	*Indicator*	*Loading Factor*	*Rule of Thumb*	*Conclusion*
Work Stres (X1)	*X1.2*	*0, 855*	*0,6*	*Valid*
	X1.3	*0, 843*	*0,6*	*Valid*
	X1.3	*0, 703*	*0,6*	*Valid*
Work Motivation (X2)	*X2.3*	*0, 762*	*0,6*	*Valid*
	X2.4	*0, 837*	*0,6*	*Valid*
	X2.5	*0, 828*	*0,6*	*Valid*

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Work Environment (X3)	*X2.1*	*0, 738*	*0,6*	*Valid*
	X2.3	*0, 761*	*0,6*	*Valid*
	X2.4	*0, 828*	*0,6*	*Valid*
Job Satisfaction (Z)	*Z1.2*	*0, 858*	*0,6*	*Valid*
	Z1.3	*0, 789*	*0,6*	*Valid*
	Z1.4	*0, 810*	*0,6*	*Valid*
Healthcare Worker Performance (Y)	*Y1.2*	*0, 915*	*0,6*	*Valid*
	Y1.3	*0, 886*	*0,6*	*Valid*

Data Source: 2024 PLS Data Processing Results

The data presented in table 4 above shows that each research variable indicator has an outer loading value of > 0.6. The data above shows that there are no variable indicators whose outer loading value is below 0.5, so that all indicators are declared suitable or valid for research use and can be used for further analysis.

b. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator :

Table 5. Cross Loading

	Healthcare Worker Performance	*Job Satisfaction*	*Work Environment*	*Work Motivation*	*Work Stres*	*Conclusion*
KK2	*-0.092*	*0.858*	*53.10%*	*0.528*	*-0.376*	*Valid*
KK3	*0.057*	*0.789*	*39.70%*	*0.39*	*-0.308*	*Valid*
KK4	*-0.047*	*0.81*	*41.60%*	*0.556*	*-0.208*	*Valid*
KTK2	*0.915*	*0.012*	*-2.30%*	*0.24*	*-0.376*	*Valid*
KTK3	*0.886*	*-0.096*	*-17.40%*	*0.051*	*-0.269*	*Valid*
LKF1	*-0.07*	*0.421*	*0.738*	*0.481*	*-0.381*	*Valid*
LKF3	*-0.068*	*0.411*	*0.761*	*0.277*	*-0.259*	*Valid*
LKF4	*-0.102*	*0.454*	*0.828*	*0.278*	*-0.197*	*Valid*

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MK3	*0.076*	*0.425*	*0.369*	*0.762*	*-0.319*	*Valid*
MK4	*0.114*	*0.48*	*0.31*	*0.837*	*-0.302*	*Valid*
MK5	*0.201*	*0.554*	*0.393*	*0.828*	*-0.404*	*Valid*
SK1	*-0.384*	*-0.327*	*-0.289*	*-0.416*	*0.855*	*Valid*
SK2	*-0.254*	*-0.31*	*-0.304*	*-0.267*	*0.843*	*Valid*
SK3	*-0.195*	*-0.224*	*-0.271*	*-0.338*	*0.703*	*Valid*

Data Source: 2024 PLS Data Processing Results

According to the data in table 5, it shows that the loading value of each indicator item on the construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables have good discriminant validity, where in the block the construct indicators are better than the other block indicators.

c. Cronbach's Alpha and Composite Reliability

Besides construct validity testing, construct reliability testing was also carried out as measured by composite reliability and Cronbach's alpha of the indicator block that measures the construct. The following are the results of composite reliability and Cronbach's alpha testing from Smart PLS:

Table 6. Composite Reliability and Cronbach's Alpha

Variable	*Cronbach's alpha*	*Rule of Thumb*	*Composite reliability (rho_c)*	*Rule of Thumb*
Healthcare Worker Performance	*0.769*	*0,6*	*0.896*	*0,8*
Job Satisfaction	*0.757*	*0,6*	*0.859*	*0,8*
Work Environment	*0.669*	*0,6*	*0.82*	*0,8*
Work Motivation	*0.74*	*0,6*	*0.851*	*0,8*
Work Stres	*0.73*	*0,6*	*0.844*	*0,8*

Data Source: 2024 PLS Data Processing Results

A variable is declared reliable if it has a composite reliability value above 0.6 and Cronbach's alpha above 0.8. From the SmartPLS output results above, all variables have composite reliability values above 0.70 and Cronbach's alpha above 0.60. So it can be concluded that validity has good reliability.

d. Average Variance Extracted (AVE)

Apart from observing the cross-loading value, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model.

Table 7. Average Variant Extracted (AVE)

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Variable	*Average variance extracted (AVE)*	*Conclusion*
Healthcare Worker Performance	*0.811*	*Reliable*
Job Satisfaction	*0.671*	*Reliable*
Work Environment	*0.603*	*Reliable*
Work Motivation	*0.656*	*Reliable*
Work Stres	*0.645*	*Reliable*

Data Source: 2024 PLS Data Processing Results

4. Inner Model Testing

This research will explain the results of the path coefficient test, R-square, f-square, goodness of fit test, Q-square and hypothesis test.

a. Determination Coefficient (R^2) Test Results

The determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables. Based on data processing that has been carried out using the SmartPLS program, the R-Square values are obtained as follows:

Table 9. R-Square Value

Variable	*R-Square*
Healthcare Worker Performance	*0, 224*
Job Satisfaction	*0, 472*

Data Source: 2024 PLS Data Processing Results

Based on the data presented in Table 9 above, it can be seen that the R-Square value for Healthcare Worker Performance is 0.224. This indicates that 22.4% of the variation in Healthcare Worker Performance is explained by the variables in the model. Meanwhile, the R-Square value for Job Satisfaction is 0.472, meaning that 47.2% of the variation in Job Satisfaction is explained by the variables in the model.

b. Predictive Relevance Test (Q^2)

The Q-Square value has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the betteror more fit the model can be to the data.

The results of calculating the Q-Square value are as follows:

Q-Square $= 1 – [(1 – R_1^2) \times (1 – R_2^2)]$
$= 1 – [(1 – 0{,}224^2) \times (1\ 0{,}472^2)]$
$= 1 – (0.776 \times 0.528)$
$= 1 – 0{,}409$
$= 0{,}591$

c. Effect Size (f^2) Results

The change in the R-square value can be used to determine whether the influence of exogenous latent variables on endogenous latent variables has a substantive impact. Therefore, it is necessary to measure the effect size (f^2), with the recommended values for exogenous latent variables being 0.02 (small), 0.15 (moderate), and 0.35 (large) (Cohen, 1998).

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Table 10. f-Square Value

Variable	*f-square*
Job Satisfaction -> Healthcare Worker Performance	*0.025*
Work Environment -> Healthcare Worker Performance	*0.05*
Work Environment -> Job Satisfaction	*0.169*
Work Motivation -> Healthcare Worker Performance	*0.033*

Data Source: 2024 PLS Data Processing Results

From the Q-Square calculation, it is known that the Q-Square value is 0.591. This indicates that 59.1% of the variability in the research data can be explained by the research model, while the remaining 40.9% is attributed to factors outside of this model. Therefore, the research model demonstrates a good fit.

d. Model Goodness of Fit (GoF)

The goodness of fit assessment is known from the Q-Square value. The Goodness of Fit (GoF) test is used to validate the combined performance of the measurement model and the structural model. The GoF value ranges from 0 to 1, with the interpretation of the values as follows: 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF). The results of calculating the GoF value are as follows:

Table 11. Compare AVE and R-Square Value

Variable	*AVE*	*R-Square*
Healthcare Worker Performance	*0.811*	*0.224*
Job Satisfaction	*0.671*	*0.472*
Work Environment	*0.603*	
Work Motivation	*0.656*	
Work Stres	*0.645*	
Total	*2,784*	

$$GoF = \sqrt{\overline{AVE}\, x\, \overline{R^2}}$$
$$= \sqrt{\overline{3.386 x 0.70}}$$
$$= \sqrt{0.6772 x 0.348}$$
$$= \sqrt{0.2356656}$$
$$= 0.485454014$$

From the GoF calculation, it is known that the GoF value is 0.485454014. Thus, from these results, this research model can be stated to have good goodness of fit with category large (more than 0.36)

e. Hypothesis Testing

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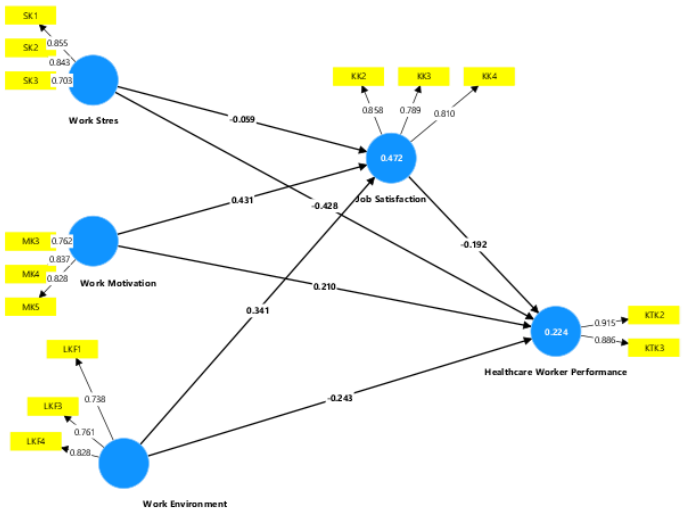
The test results of the model are described as shown in the following figure



This image displays the results of the validity and reliability tests conducted on the research model. From the shown path diagram, it can be seen that the model satisfies the validity tests on each examined path, based on values such as outer loadings and the relationships between latent variables.

Each indicator linked to the latent variables has an outer loading value that meets the criteria, indicating that these indicators are valid and can be used in further analysis. Additionally, the paths between latent variables also demonstrate significant relationships, as indicated by the T-Statistics and P-Values.

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-Statistics values and P-Values values. The research hypothesis can be declared accepted if the P-Values value is <0.05. . The following are the results of hypothesis testing obtained in this research through the inner model:

Table. 11 Hypothesis Testing

Hypotheses	*Influence*	*Original sample (O)*	*T statistics (|O/STDEV|)*	*P values*	*Result*
H1	*Work Stres -> Healthcare Worker Performance*	*-0.428*	*4.798*	*0*	*Accepted*
H2	*Work Motivation -> Healthcare Worker Performance*	*0.21*	*1.244*	*0.214*	*Rejected*
H3	*Work Environment -> Healthcare Worker Performance*	*-0.243*	*1.729*	*0.084*	*Rejected*
H4	*Work Stres -> Job Satisfaction*	*-0.059*	*0.794*	*0.427*	*Rejected*
H5	*Work Motivation -> Job Satisfaction*	*0.431*	*3.458*	*0.001*	*Accepted*
H6	*Work Environment -> Job Satisfaction*	*0.341*	*2.96*	*0.003*	*Accepted*

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H7	*Job Satisfaction -> Healthcare Worker Performance*	*-0.192*	*1.227*	*0.22*	*Rejected*
H8	*Work Stres -> Job Satisfaction -> Healthcare Worker Performance*	*0.011*	*0.597*	*0.55*	*Rejected*
H9	*Work Motivation -> Job Satisfaction -> Healthcare Worker Performance*	*-0.083*	*1.163*	*0.245*	*Rejected*
H10	*Work Environment -> Job Satisfaction -> Healthcare Worker Performance*	*-0.065*	*0.979*	*0.328*	*Rejected*

Based on the data presented in the table. 11 above, it can be seen that of the seven hypotheses proposed in thisresearch, they are as follows:

1. The Influence of Work Stress on Healthcare Worker Performance (H1) a The P-value is 0.000, which is less than 0.05. This indicates that work stress has a significant negative effect on healthcare worker performance. Thus, H1 is accepted.
2. The Influence of Work Motivation on Healthcare Worker Performance (H2) a The P-value is 0.214, which is greater than 0.05. This suggests that work motivation does not have a significant effect on healthcare worker performance. Thus, H2 is rejected.
3. The Influence of Work Environment on Healthcare Worker Performance (H3) a The P-value is 0.084, which is greater than 0.05. This indicates that the work environment does not have a significant effect on healthcare worker performance. Thus, H3 is rejected.
4. The Influence of Work Stress on Job Satisfaction (H4) a The P-value is 0.427, which is greater than 0.05. This means that work stress does not have a significant effect on job satisfaction. Thus, H4 is rejected.
5. The Influence of Work Motivation on Job Satisfaction (H5) a The P-value is 0.001, which is less than 0.05. This indicates that work motivation has a significant positive effect on job satisfaction. Thus, H5 is accepted.
6. The Influence of Work Environment on Job Satisfaction (H6) a The P-value is 0.003, which is less than 0.05. This shows that the work environment has a significant positive effect on job satisfaction. Thus, H6 is accepted.
7. The Influence of Job Satisfaction on Healthcare Worker Performance (H7) a The P-value is 0.220, which is greater than 0.05. This indicates that job satisfaction does not have a significant effect on healthcare worker performance. Thus, H7 is rejected.
8. The Influence of Work Stress on Healthcare Worker Performance with Job Satisfaction as an Intervening Variable (H8) a The P-value is 0.550, which is greater than 0.05. This suggests that work stress, with job satisfaction as an intervening variable, does not have a significant effect on healthcare worker performance. Thus, H8 is rejected.
9. The Influence of Work Motivation on Healthcare Worker Performance with Job Satisfaction as an Intervening Variable (H9) a The P-value is 0.245, which is greater than 0.05. This indicates that work motivation, with job satisfaction as an intervening variable, does not have a significant effect on healthcare worker performance. Thus, H9 is rejected.
10. The Influence of Work Environment on Healthcare Worker Performance with Job Satisfaction as an Intervening Variable (H10) a The P-value is 0.328, which is greater than 0.05. This suggests that the work environment, with job satisfaction as an intervening variable, does not have a significant effect on healthcare worker performance. Thus, H10 is rejected.

B. Discussion

In this sub-chapter, the results of the hypothesis testing that has been carried out are explained. The discussion of this research hypothesis will be explained as follows:

1. The Influence of Work Stress on Healthcare Worker Performance

The analysis shows that the p-value for the work stress variable (H1) is 0.000, which is less than 0.05. This result indicates that work stress significantly and negatively affects healthcare worker performance. When

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healthcare workers experience high levels of stress, their performance tends to decrease, which is consistent with existing literature on the negative impact of stress in the workplace.

2. The Influence of Work Motivation on Healthcare Worker Performance

For the second hypothesis (H2), the p-value of the work motivation variable is 0.214, which is greater than 0.05. This means that work motivation does not have a significant impact on healthcare worker performance in this study. This finding suggests that, within this context, other factors may be more influential in determining healthcare worker performance.

3. The Influence of Work Environment on Healthcare Worker Performance

The third hypothesis (H3) has a p-value of 0.084, which is greater than 0.05. This indicates that the work environment does not significantly affect healthcare worker performance. While a supportive work environment is generally believed to enhance performance, this result suggests that its impact may be less pronounced in this particular setting.

4. The Influence of Work Stress on Job Satisfaction

For the fourth hypothesis (H4), the p-value for the relationship between work stress and job satisfaction is 0.427, which is greater than 0.05. This result indicates that work stress does not significantly impact job satisfaction. This may imply that healthcare workers have coping mechanisms or other factors that buffer the effects of stress on their satisfaction levels.

5. The Influence of Work Motivation on Job Satisfaction

The fifth hypothesis (H5) reveals that the p-value for the work motivation variable is 0.001, which is less than 0.05. This indicates that work motivation has a significant positive impact on job satisfaction. This aligns with the understanding that motivated employees are generally more satisfied with their jobs, as motivation drives them to find meaning and fulfillment in their work.

6. The Influence of Work Environment on Job Satisfaction

In the sixth hypothesis (H6), the p-value for the work environment variable is 0.003, which is less than 0.05. This indicates that the work environment significantly and positively influences job satisfaction. A supportive and positive work environment can greatly enhance employees' job satisfaction, which is consistent with existing research findings.

7. The Influence of Job Satisfaction on Healthcare Worker Performance

The seventh hypothesis (H7) shows that the p-value for the relationship between job satisfaction and healthcare worker performance is 0.220, which is greater than 0.05. This indicates that job satisfaction does not significantly influence healthcare worker performance in this study. This suggests that while job satisfaction is important, it may not be the primary driver of performance outcomes in this context.

8. The Influence of Work Stress on Healthcare Worker Performance through Job Satisfaction

For the eighth hypothesis (H8), the p-value is 0.550, which is greater than 0.05. This indicates that job satisfaction does not significantly mediate the relationship between work stress and healthcare worker performance. This suggests that even if job satisfaction improves, it may not sufficiently mitigate the negative effects of work stress on performance.

9. The Influence of Work Motivation on Healthcare Worker Performance through Job Satisfaction

The ninth hypothesis (H9) has a p-value of 0.245, which is greater than 0.05. This indicates that job satisfaction does not significantly mediate the relationship between work motivation and healthcare worker performance. This result implies that the direct effects of motivation might be more relevant in influencing performance than its indirect effects through job satisfaction.

10. The Influence of Work Environment on Healthcare Worker Performance through Job Satisfaction

Finally, the tenth hypothesis (H10) shows a p-value of 0.328, which is greater than 0.05. This indicates that job satisfaction does not significantly mediate the relationship between the work environment and healthcare worker performance. This result suggests that while the work environment affects job satisfaction, its indirect effect on performance through job satisfaction is not strong enough to be considered significant.

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IV. CONCLUSION

In accordance with the research results described in the previous chapter, several conclusions can be drawn, including:

1. Work stress has a significant negative effect on healthcare worker performance.
2. Work motivation does not have a significant impact on healthcare worker performance.
3. The work environment does not significantly influence healthcare worker performance.
4. Work stress does not significantly affect job satisfaction.
5. Work motivation has a significant positive impact on job satisfaction.
6. The work environment significantly influences job satisfaction.
7. Job satisfaction does not significantly influence healthcare worker performance.
8. Job satisfaction does not mediate the relationship between work stress and healthcare worker performance.
9. Job satisfaction does not mediate the relationship between work motivation and healthcare worker performance.
10. Job satisfaction does not mediate the relationship between the work environment and healthcare worker performance.

A. Suggestions

Based on the conclusions and limitations of the research, the researchers suggest:

1. Suggestions to Company Management:
   a. Due to the considerable negative effects of work stress on the performance of healthcare workers, healthcare organizations are encouraged to implement effective stress management programs. These programs may include access to counseling services, initiatives to promote work-life balance, and activities aimed at stress relief such as relaxation techniques or mindfulness training. By minimizing work stress, organizations can help sustain or enhance performance levels among healthcare staff.
   b. While work motivation did not exhibit a major direct effect on performance in this study, it does have a positive relationship with job satisfaction. Therefore, organizations should prioritize enhancing motivation through recognition programs, professional development opportunities, and clear paths for career advancement. Such initiatives could indirectly improve performance by boosting job satisfaction.
   c. Since the work environment has a substantial impact on job satisfaction, healthcare organizations should aim to cultivate a supportive and positive workplace. This can be accomplished by enhancing workplace safety, ensuring proper allocation of resources, and promoting a collaborative culture. A favorable work environment can enhance job satisfaction and potentially enhance the performance of healthcare workers.
   d. Healthcare organizations are advised to conduct regular assessments and evaluations of the effectiveness of strategies related to stress management, motivation enhancement, and improvements to the work environment. Employee surveys, performance reviews, and various feedback mechanisms can be used to verify that the initiatives in place are achieving their goals and to make necessary adjustments.
2. Suggestions to Further Researchers:
   a. Given that job satisfaction and motivation did not demonstrate a major influence on performance in this study, it is suggested that future research investigate additional factors that may have a stronger impact on the performance of healthcare workers. Aspects such as leadership style, organizational culture, or individual psychological resilience might offer further insights.
   b. The effects of the work environment and motivation on performance may differ based on the context. Hence, future research should consider how interventions can be customized to meet the specific needs and characteristics of various contexts. This could assist in creating more effective programs aimed at enhancing performance in diverse work settings.
   c. It is advisable to conduct comparative studies involving different healthcare institutions that vary in characteristics, such as size, types of services offered, or geographic locations. Such research could yield greater insights into how the studied factors influence different contexts and help in formulating more effective policies.
   d. Future research could adopt a longitudinal approach to track changes in the performance and job satisfaction of healthcare workers over time. This approach would provide a clearer understanding of how interventions or alterations in the work environment and management practices impact long-term results.

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