

The Influence of Work Motivation, Work Stress, Work Environment, and Competence on Employee Performance with Job Satisfaction as a Moderating Variable

(Empirical Study on the Village Secretary in Karanganyar District)

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Abstract: The purpose of this study is to examine the influence of work motivation, work stress, work environment, and competence on employee performance with job satisfaction as a moderating variable among village secretaries in Karanganyar District. This study employed quantitative methods and employed purposive sampling as its sampling technique. 97 employees have met the criteria for observation unit status. The employed method of analysis is Moderated Regression Analysis (MRA). The results of the study provide empirical evidence that the work environment and employee competence influence employee performance, while work motivation and work stress do not. The results of testing equation 1 indicate that the Adjusted R² coefficient value is 19%. Moreover, job satisfaction can moderate the impact of work motivation, work stress, the work environment, and employee competence on employee performance. Equation 2 reveals that the adjusted R² coefficient is 66.1% based on the test results.

Keywords: Work Motivation, Work Stress, Work Environment, Competence, Job Satisfaction, Employee Performance

1. Introduction

An organization will grow well, not only success is assessed from financial management, but human resource management is also the main factor for growing organizations. Therefore human resources must be managed in such a way that they are efficient and influenceive in achieving the mission and goals of the organization [1]. The existence of the mission and goals of the organization can motivate employees to always improve their performance. However, there are facts in [2] that the performance of employees at the Bureau of Economics and Cooperation of the Regional Secretariat (Setda) of East Nusa Tenggara Province has so far not been as expected. Completion of work that is not on time, stalling for work, low initiative and creativity, more waiting for orders, and several other problems are some of the indications that prove this. For this reason, it is necessary to conduct a study to provide a solution to this problem. One of the factors that can be the background of this is employee motivation. According to [3] Motivation is the power that moves individuals to take or not take an action internally or externally, positively or negatively to direct them to achieve goals. Highly motivated employees can influence performance and make a positive contribution to the organization. Lack of motivation in employees such as being lazy and not being disciplined on time will have an impact on low performance [4].

Another factor that can influence performance is work stress. Mangkunegara in [5] defines work stress as a feeling of pressure or feeling pressure experienced by employees in dealing with their work. Employees who experience prolonged work stress will certainly harm the organization because the resulting performance will decrease. Therefore, to avoid work stress on employees, a good work environment is created. According to [6] the work environment is all the conditions that surround the workers that both directly and indirectly can influence them in carrying out the tasks assigned. If a good work environment is created and by the needs of employees, a sense of satisfaction will arise and trigger an increase in their performance. Conversely, an unfavorable work environment will reduce employee performance. This can happen because employees feel uncomfortable and experience various disturbances in carrying out their duties. The next factor influencing employee performance is employee competence. The competence of this employee can be interpreted as the ability and expertise in dealing with various situations within the scope of work. According to [7] increasing competence is very important to support the ability of employees to work while improving employee performance, meaning that the higher the competency of an employee, the higher the employee's performance. The competence of these employees is usually closely related to the frequency of education and training. There is evidence in [6] that the Regional Disaster Management Agency for Deli Serdang District still conducts training for its employees, but not often. This is one of the causes of decreased employee performance. The

infrequent training conducted has resulted in a small number of employees being unable to use the equipment properly, then some employees think training is a waste of money. Job satisfaction is a feeling that makes you happy or an attitude when you receive an award that is not as usual. Usually, high work motivation will trigger job satisfaction obtained. This job satisfaction is indicated by the conformity of employee expectations with the rewards given. Someone who has high job satisfaction will respond with a positive attitude toward his work, whereas someone who has low job satisfaction with his job will respond with an attitude toward his work [8].

Seeing several phenomena and several results of previous research have different results, so this research is interesting to do. Like [4] that work stress has no significant influence on employee performance. A different thing was found in [5] which stated that work stress had a positive but not significant influence on employee performance. [9] states that work motivation has no influence on employee performance but is inversely proportional to [10] which states work motivation has a positive influence on employee performance. [11] stated that the work environment has a positive and significant impact on employee performance at PT. FIF Manado Group and [2] also stated that the work environment has a positive and significant influence on employee performance but is inversely proportional to [12] which states that the performance environment has no significant influence on employee performance which is supported by [13] while the work environment has a negative and no influence significant to employee performance. [14] states that competence has no significant influence on the performance of employees at the Tri Dharma Kosgoro Foundation, however the results of research by [15] state that competence has a significant positive influence on the performance of employees of the Communication and Informatics Office of Central Java Province. Due to previous research which showed inconsistency. Thus, researchers are interested in examining previous research related to the influence of motivation, work stress, work environment, and work competence on employee performance. This study refers to research [4] entitled "The Influence of Motivation, Work Stress, Physical Work Environment and Non-Physical Work Environment on Employee Performance (Empirical Study at the BPPKAD Office of Sragen District)" by adding Competency variables, summarizing the Physical Work Environment and Work Environment Non-Physical into Work Environment. As well as adding a moderating variable of Job Satisfaction which aims to find out if this variable strengthens or weakens other variables.

Based on data from the Office for Community and Village Empowerment (*DISPERMADES*) Karanganyar District, shows that it has 162 secretaries. Supported by Regent Regulation No. 89 of 2021 concerning the rights and obligations of Village Officials, including establishing cooperation and coordination with all stakeholders in the village. Carrying out good administration of Village Government, carrying out government affairs which are their duties. In carrying out the duties of Village Secretaries, the factors that influence their performance cannot be separated. The higher the work motivation, the higher the possibility of achieving performance that is in line with expectations. In addition, competence to carry out tasks also influences the results of employee performance. The results of poor employee performance on the grounds of competence will also trigger work stress. This work stress will also make the atmosphere of the work environment decrease. Based on the background above, the researcher is interested in taking the title:

2. Literature Review and Hypothesis

2.1 Expectancy Theory

Expectancy Theory or Expectancy Theory was put forward by Victor H. Vroom in 1964 which states that the power that motivates a person to work diligently in doing his job depends on the mutual relationship between what is desired and needed from the results of the work. Hope is one of the driving forces that underlies a person to take action because of With this hard work, the results obtained will be by the goals and will minimize anything detrimental to the achievement of the final goals. There are three main assumptions of Vroom in expectancy theory. These assumptions are 1) Each individual believes that if he behaves in a certain way, he will get certain things. This is called outcome expectancy as a person's subjective assessment of the likelihood that a certain outcome will arise from that person's actions. 2) Each result has value or appeal to certain people. This is called valence as the value that people give to an expected result. 3) Each outcome relates to a perception of how difficult it is to achieve that outcome. This is called effort expectation as the possibility that one's efforts will result in the attainment of a certain goal. This theory states that the power that motivates a person to work hard in doing his job depends on the reciprocal relationship between what is desired and what is needed from the results of the work.

2.2 Employee Performance

Kasmir [16] argues that performance is the result of work and work behavior that is achieved from the responsibilities carried out in a certain period. While Hasibuan's opinion in [17] performance is the work achieved by someone in carrying out tasks based on expertise, experience, and seriousness as well as time. From some of the meanings above, performance is the result of one's work achievement in completing tasks according

to specified criteria. Factors that influence performance according to Mangkunegara in [18] Factors that influence performance achievement are ability factors and motivation factors. This is by the opinion of [18] which formulates that 1) Human Performance = Ability + Motivation 2) Motivation = Attitude + Situation 3) Ability = Knowledge + Skill

2.3 Work Motivation

Motivation is the force that drives someone to do something they want. Likewise with employees if employees have a strong urge that is triggered from within themselves or from outside themselves, then employees will be encouraged to do their jobs well. Therefore motivation has an important role for the organization in achieving its goals, regarding employee performance. Based on research conducted by [9] stated that work motivation does not influence employee performance. The research conducted by [10] and research [16] stated that work motivation has a significant influence on employee performance.

H₁: Work motivation influence employee performance

2.4 Work Stress

Job stress is a consequence of every action and environmental situation that creates excessive psychological and physical demands on a person.

Job stress arises because of a person's inability to achieve certain goals. Stress harms their performance, high work pressure will not make employees able to work calmly and optimally. The result will be chaotic and far from the goals of the organization. Based on previous research by [5] stated that work stress had a positive but not significant influence on employee performance. The research conducted by [4] and [9] states that work stress has no significant influence on employee performance.

H₂: Work stress influence employee performance.

2.5 Work environment

The work environment is a condition, situation, or situation that exists around employees both physically and non-physically. The work environment has an important role in employee performance because it is related to employee comfort and safety at work. Therefore, employees and organizations must play an active role in creating a standardized work environment so that employee performance is maximized. Based on the results of research conducted previously by [13] states that the work environment has a negative and insignificant influence on employee performance. The results of research [2] and [11] state that the work environment has a positive and significant influence on employee performance

H₃: Work environment influence employee performance

2.6 Competence

Competent employees usually have relatively stable character attitudes and behaviors or willingness and ability to work when faced with a situation in the workplace which is formed from the synergy between character, self-concept, internal motivation, and contextual knowledge capacity so that they can quickly overcome the work problems they face. , do work calmly and confidently, view work as an obligation that must be done sincerely, and openly improve self-quality through the learning process. This will provide a strong incentive for employees to carry out the tasks assigned to them efficiently and influenceively and psychologically will provide meaningful work experience and a sense of personal responsibility for the results of the work they do. In the end, all of these things will improve employee performance both related to work factors and personal characteristics. Based on the results of research conducted previously by [14] stated that competence has no significant influence on employee performance. The results of research by [15] and [19] state that competence has a significant positive influence on employee performance.

H₄: Competence influence employee performance

2.7 Job Satisfaction Moderates the Influence of Work Motivation on Employee Performance

According to Hasibuan [9] states that motivation is the provision of a driving force that creates enthusiasm for one's work so that one can work together, work influenceively, and have integrity with all their might. Efforts to achieve satisfaction. Meanwhile, job satisfaction is the key to driving morale, discipline, and employee performance in supporting the realization of company goals. Job satisfaction is the emotional attitude of employees who are happy and love their work. The feeling of satisfaction of employees in doing their work will trigger motivation in employees to continue to perform optimally so that they continue to maintain the satisfaction of the performance that has been achieved before or achieve the job satisfaction they want to achieve. Based on the results of research conducted [20] show that job satisfaction can be a moderating variable for the influence of motivation on performance. As for the results of the study [21], work motivation moderated

by job satisfaction does not influence teacher performance.

H₅: Job satisfaction moderates the influence of work motivation on employee performance

2.8 Job Satisfaction Moderates the Influence of Job Stress on Employee Performance

According to Mangkunegara, [22] work stress is a feeling of pressure or pressure experienced by employees in dealing with work, including uncontrolled emotions, feelings of unrest, being alone, difficulty sleeping, excessive smoking, not relaxing, anxiety, tension, and nervousness. , increased blood pressure, and experiencing digestive disorders. [23] stated that job satisfaction is a positive attitude shown by employees towards their work so that employees can work happily without feeling burdened with the work and provide optimal results for the company. In this case, employees who experience pressure that causes employee stress will have an impact on their performance which will decrease and cause job satisfaction that is difficult to achieve. Research [20] stated that job satisfaction is not able to be a moderating variable for the influence of work stress on employee performance.

H₆: Job satisfaction moderates the influence of work stress on employee performance.

2.9 Job Satisfaction Moderates the Influence of the Work Environment on Employee Performance

Research [24] stated that the work environment is a condition around the workplace, both physical and non-physical, which can influence employees in carrying out the tasks assigned to them. This shows that the more comfortable the environment at work is felt by employees, the more optimal the performance of employees will be. The workplace will provide facilities to employees for the convenience of working to increase job satisfaction. In the end, a comfortable work environment can improve employee performance. Based on the results of research [21], show that work motivation is moderated by job satisfaction and does not have a significant influence on performance. However, the results of research [25] state that job satisfaction moderates the influence of work motivation and employee performance.

H₇: Job satisfaction moderates the influence of the work environment on employee performance.

2.10 Job Satisfaction Moderates the Influence of Competence on Employee Performance

According to [26] Competence is a part that is always associated with abilities, knowledge, and attitudes that are used as guidelines in carrying out a responsibility carried out by employees. Job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others. Maximum competence will support employees to get job satisfaction so that in carrying out the work will produce a good performance according to expectations. Based on the results of research [27], competency has a positive and significant influence on employee performance with job satisfaction as a moderating variable.

H₈: Job satisfaction moderates the influence of competence on employee performance.

3. Metodology and Procedures

3.1 Research design

The approach used in this study is a quantitative approach to the analysis used is statistical analysis with linear regression analysis. This research was designed in the form of a survey. Survey research is field research conducted on several samples from a certain population whose data collection is carried out using a questionnaire. The data used in this research is primary data.

3.2 Population and Sample

The population in this study were all village secretaries in Karanganyar District, based on data obtained from the Community and Village Empowerment Service Office (*DISPERMADES*) of Karanganyar District totaling 162 Village Secretaries. The sample in this study was collected using *the purposive sampling method*.

The data in this study are primary data collected by distributing questionnaires. Submission of a questionnaire to the village secretary is carried out with a letter of introduction containing a request. Based on the sample criteria that have been determined in this study, a sample of 97 respondents was obtained. The results of sample selection based on predetermined criteria can be seen in table 1 below:

Table 1. Research Sample Selection Process

No.	Criteria	Amount
1.	Number of village secretaries in Karanganyar District	162
2.	Respondents were not willing to fill out	(8)
3.	Not having a minimum education of D3	(10)

4.	Under 30 years old	(24)
5.	Served as secretary for less than 5 years	(23)
Total Samples that can be processed		97

Source: primary data processing, 2023

3.3 Data collection technique

In this study, researchers used a questionnaire as a technique to collect data from respondents. Questionnaires were given to Village Secretaries in Karanganyar District with a total of 162 employees. In this study, a questionnaire was used which had a Likert scale index of 1-5.

3.4 Data Analysis Methods

Testing the first hypothesis in this study used multiple linear regression analysis which was used to determine the influence of the independent variables, namely Work Motivation, Work Stress, Work Environment, and Competence. Which has the following equation:

$$EP = \alpha + \beta_1 WK + \beta_2 WS + \beta_3 WE + \beta_4 C + e$$

Testing the second hypothesis in this study used Moderated Regression Analysis (MRA) or interaction test which was used to determine the influence of the moderating variable Job Satisfaction on strengthening or weakening the relationship between the independent variables Work Motivation, Work Stress, Work Environment, Competence, and the dependent variable employee performance. Which has the following equation:

$$EP = \alpha + \beta_1 WK + \beta_2 WS + \beta_3 WE + \beta_4 C + \beta_5 MK.JS + \beta_6 WS.JS + \beta_7 WE.JS + \beta_8 C.JS + e$$

Information:

EP = Employee Performance Dependent Variable

α = Constant

WM= Work Motivation

WS = Work Stress

WE = Work Environment

C = Competency

JS = Job Satisfaction

4. Results and Discussion

4.1 Descriptive Statistical Analysis

Table2. Descriptive Statistical Analysis Test Results

	N	Min.	Max.	Means	std. Deviation
Work motivation	97	16	25	19.75	2,264
Work Stress	97	8	35	26,61	6,525
Work environment	97	34	54	41.78	4,357
Competence	97	18	30	22,81	2,311
Job satisfaction	97	38	55	45,49	4,816
Employee Performance	97	42	70	51.86	7,286

Source: primary data processing, 2023

Based on the descriptive analysis above, the variable of work motivation has a minimum value of 16. While the maximum value is 25. The mean value (*mean*) is 19.75 while the standard deviation value is 2.264. Work stress has a minimum value of 8. While the maximum value is 35. The average value (*mean*) is 26.61 while the standard deviation value is 6.525. The work environment has a minimum value of 34. While the maximum value is 54. The average value (*mean*) is 41.78 while the standard deviation value is 4.357. Competence has a minimum value of 18. While the maximum value is 30. The average value (*mean*) is 22.81 while the standard deviation value is 2.311. Moderating variable Job satisfaction has a minimum value of 38. While the maximum value is 55. The average value (*mean*) is 45.49 while the standard deviation value is 4.816. The dependent variable of employee performance has a minimum value of 42. While the maximum value is 70. The average value (*mean*) is 51.86 while the standard deviation value is 7.286.

4.2 Classical Assumption Test

4.2.1 Normality Test

Table 3. Normality Test Results

	Equation 1 Unstandardized residuals	Equation 2 Unstandardized residuals	Information
Kolmogorov-Smirnov	0.075	0.059	Normally distributed data
Value Asymp. Sig	0.200	0.200	Normally distributed data

Source: primary data processing, 2023

Based on the normality test of equation 1 using the Kolmogrov-Smirnov Z test, it shows a value of 0.075 and an Asymp value. Sig of 0.200. This shows that the significant value for the regression model equation 1 is greater than $\alpha = 5\%$, meaning that it can be concluded that the regression model equation 1 is normally distributed. Based on the normality test of equation 2 using the Kolmogrov-Smirnov Z test, it shows a value of 0.059 and an Asymp value. Sig of 0.200. This shows that the significant value for the equation 2 regression model is greater than $\alpha = 5\%$, meaning that it can be concluded that the equation 2 regression model is normally distributed.

4.2.2 Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	tolerance	VIF	Information
WM	0.830	1.205	There is no multicollinearity
WS	0.810	1,234	There is no multicollinearity
WE	0.734	1,362	There is no multicollinearity
C	0.836	1.196	There is no multicollinearity

Source: primary data processing, 2023

By the results of the multicollinearity test above, it can be understood that all independent variables have a Tolerance Value (TV) value greater than 0.10 and a Value Inflation Factor (VIF) value less than 10 so that it can be concluded that the regression model in this study can be taken the conclusion that the regression model in this study does not have multicollinearity.

4.2.3 Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Variable	Equation 1	Equation 2	Information
WM	0.180	0.430	Free of Heteroscedasticity
WS	0.287	0.400	Free of Heteroscedasticity
WE	0.296	0.610	Free of Heteroscedasticity
C	0.887	0.751	Free of Heteroscedasticity
JS		0.832	Free of Heteroscedasticity
WM.JS		0.354	Free of Heteroscedasticity
WS.JS		0.483	Free of Heteroscedasticity
WE.JS		0.483	Free of Heteroscedasticity
C.JS		0.361	Free of Heteroscedasticity

Source: primary data processing, 2023

Based on the heteroscedasticity test, it shows that all independent variables have values above 0.05 or 5%, meaning that the regression model is free from unequal variance from one residual to another observation so that it can be concluded that the regression model from equation 1 and equation 2 is free from heteroscedasticity.

4.3 Hypothesis Test Results

Table 6. Hypothesis Test Results

Variable	Equation 1			Equation 2			Information
	Coefficient	t	Sig.	Coefficient	t	Sig.	
(Constant)	8,638	0.848	0.399	-164,983	-2.165	0.033	
WM	0.277	0.854	0.395	7,419	2.619	0.010	H ₁ rejected
WS	-0.004	-0.000	0.972	-2,744	-2.675	0.009	H ₂ rejected
WE	0.413	2.306	0.023	7,735	4.627	0.000	H ₃ accepted
C	0.902	2.849	0.005	-9,534	-3.701	0.000	H ₄ accepted
JS				3,708	2.253	0.027	
WM.JS				-0.140	-2.301	0.024	H ₅ accepted
WS.JS				0.057	2.573	0.012	H ₆ accepted
WE.JS				-0.164	-4.498	0.000	H ₇ accepted
C.JS				0.230	3.958	0.000	H ₈ accepted
R ²		0.224			0.693		
Adjusted R ²		0.190			0.661		
Sig.		0.000			0.000		

Source: primary data processing, 2023

The results of testing the hypothesis in table 4.14 can be obtained by the equation:

Equation 1

$$EP = 8.638 + 0.277WM - 0.004WS + 0.413WE + 0.902C + e$$

Equation 2

$$EP = -164.983 + 7.419WM - 2.744WS + 7.735WE - 9.534C + 3.708JS - 0.140WM.JS + 0.057WS.JS - 4.498WE.JS + 3.958C.JS + e$$

Testing the first hypothesis in this study used multiple linear regression analysis which was used to determine the influence of the independent variables, namely Work Motivation, Work Stress, Work Environment, and Competence. In equation 1 the variables Work Motivation, Work Environment, and Competence have positive coefficient values of 0.277, 0.413, and 0.902. This means that the higher the Work Motivation, Work Environment, and Competence, the higher the Employee Performance. However, it is different from work stress which shows a negative coefficient value of -0.004. This means that the higher the Work Stress, the lower the Employee Performance.

Testing the second hypothesis in this study used *Moderated Regression Analysis (MRA)* or interaction test which was used to determine the influence of the moderating variable Job Satisfaction on strengthening or weakening the relationship between the independent variables Work Motivation, Work Stress, Work Environment, Competence, and the dependent variable employee performance. Equation 2 which uses Job Satisfaction as a moderator of the interaction between Work Motivation and Work Environment Employee Performance has a negative coefficient value of -0.140 and -4.498. This shows that the interaction of Job Satisfaction with Work Motivation and Work Environment will reduce Employee Performance. While the interaction between Job Satisfaction with Job Stress and Competence has a positive coefficient of 0.057 and

3.958. This shows that the interaction between Performance Satisfaction with Job Stress and Competence can improve Employee Performance.

4.4 Model Accuracy Test

4.4.1 Simultaneous Testing (Test F)

The F test shows whether all the independent variables included in the model fit or not. The results of the F test are presented in table 6. The regression results from equation 1 are seen from a significant value of 0.00^b, and the regression results from equation 2 are seen from a significant value of 0.00^b, because the significant value is less than 0.05 it can be concluded that the independent variables namely Work Motivation, Work Stress, Work Environment, and Competence which are moderated by Job Satisfaction have fit models.

4.4.2 Coefficient of Determination (R²)

The coefficient of determination (R²) is used to measure how far the ability of all independent or independent variables is contained in the regression model to explain the dependent or dependent variable. The results of testing equation 1 show that the value of the coefficient of determination (Adjusted R²) is 0.190. This means that the independent variables, namely Work Motivation, Work Stress, Work Environment, and Competence, can explain the dependent variable, namely the firm value of 19%, while 81% is influenced by other variables outside the model.

The test results in equation 2 show that the coefficient of determination (Adjusted R²) is 0.661. This means that the independent variables, Work Motivation, Work Stress, Work Environment, and Competence along with their moderating variable, namely Job Satisfaction, can explain the dependent variable, namely firm value of 66.1% while 33.9% is influenced by other variables outside the model.

4.4.3 t-test

The t-test is used to test the research hypothesis about how far the influence of each independent variable is in explaining the dependent variable. The criteria set are if the significant value is less than 0.05, then the hypothesis can be accepted. Based on table 6, the following results are obtained:

- a. The significance value of the work motivation variable shows a value of 0.395, which means that work motivation does not influence employee performance because the significance value of the work motivation variable is 0.395 which is stated to be greater than the established criteria, namely a significance value of 0.05 so it can be concluded that **H₁ rejected**.
- b. The significance value of the work stress variable shows a value of 0.972, which means work stress does not influence employee performance because the significance value of the work stress variable is 0.972 which is stated to be greater than the established criteria, namely a significance value of 0.05 so it can be concluded that **H₂ rejected**.
- c. The significance value of the work environment variable shows a value of 0.023, which means that the work environment influences employee performance because the work environment variable's significance value is 0.023 which declared smaller than the established criteria, namely a significance value of 0.05 so that it can be concluded that **H₃ accepted**.
- d. The significance value of the competency variable shows a value of 0.005, which means that work competence influences employee performance because the significance value of the work environment variable is 0.005 which is stated to be smaller than the established criteria, namely a significance value of 0.05 so it can be concluded that **H₄ accepted**.
- e. The significance value of the variable work motivation with the moderation of job satisfaction shows a value of 0.024, which means that work motivation with the moderation of job satisfaction influences employee performance because the significance value is 0.024 which is stated to be smaller than the established criteria, namely a significance value of 0.05 so it can be concluded that **H₅ accepted**.
- f. The significance value of the work stress variable with the moderation of job satisfaction shows a value of 0.012, which means that work stress with the moderation of job satisfaction influences employee performance because the significance value is 0.012 which is stated to be smaller than the established criteria, namely a significance value of 0.05 so it can be concluded that **H₆ accepted**.
- g. The significance value of the work environment variable with the moderation of job satisfaction shows a value of 0.000, which means that the work environment with the moderation of job satisfaction influences employee
- h. performance because a significance value of 0.000 is stated to be smaller than the established criteria, namely a significance value of 0.05 so it can be concluded that **H₇ accepted**.
- i. The significance value of the competency variable with the moderation of job satisfaction shows a value of 0.000, which means that competence with the moderation of job satisfaction influences employee

performance because a significance value of 0.000 is stated to be smaller than the specified criteria, namely a significance value of 0.05 so it can be concluded that **H₃ accepted**.

4.5 Discussion

a. The Influence of Work Motivation on Employee Performance

The results of the hypothesis test showed that the significance value of work motivation does not influence the performance of Village Secretary employees in Karanganyar District, which is indicated by the results of a significance value of 0.395 greater than 0.05, so **H₁ rejected** meaning that work motivation does not influence employee performance statistically. The results of this study are supported by research [9] and [28] which concluded that work motivation does not influence employee performance. These results show that the salary, bonus, health insurance, feeling of security, and promotions received by the village secretary in Karanganyar District do not influence work performance.

b. The Influence of Job Stress on Employee Performance

The result of the hypothesis test showed that the significance value of work stress does not influence the performance of Village Secretary employees in Karanganyar District, which is indicated by the results of a significance value of 0.0972 greater than 0.05, so **H₂ is rejected** meaning work stress does not influence employee performance statistically. The results of this study are supported by research [4] and [11] which concluded that work stress does not influence employee performance. These results indicate that the work pressure experienced by employees, the incompatibility with the current job, and the workload and expectations experienced by the village secretary in Karanganyar District do not influence work performance. This means that whatever condition they have in mind will not influence their performance at work. Their lifelong employment status makes them not think too much about the job targets given because they already have a permanent job as the village secretary.

c. The Influence of the Work Environment on Employee Performance

The results of the hypothesis test showed that the significance value of the work environment influences the performance of Village Secretary employees in Karanganyar District, which is indicated by the results of a significance value of 0.023 which is less than 0.05, so **H₃ accepted** meaning that the work environment influences employee performance statistically. The results of this study are supported by studies [29], [30], and [31] which concluded that the work environment influences employee performance. These results show that based on this research it can be seen that the work environment of the village secretary in Karanganyar District physically has a clean workspace, workplace lighting, air circulation, and workplace safety which makes employees comfortable at work. In addition, the environment for village secretaries in Karanganyar District is good non-physically, for example, the relationship between employees is going well and the division of tasks among leaders is balanced so that they can improve their performance comfortably at work so that they can make employees work optimally which has an impact on increasing performance

d. The Influence of Competence on Employee Performance

The results of the hypothesis test showed that the significance value of competence influences the performance of Village Secretary employees in Karanganyar District, which is indicated by the results of a significance value of 0.005 which is less than 0.05, so **H₄ accepted** meaning that the work environment influences employee performance statistically. The results of this study are supported by research [32], [33], and [34] which concluded that competency influences employee performance. These results show that based on this research it can be seen that village secretaries in Karanganyar District have high skills and knowledge due to education, attending training that has been provided, and the length of work that makes them experienced in their fields, therefore they can work optimally which has an impact on increasing performance.

e. Job Satisfaction Moderates the Influence of Work Motivation on Employee Performance

The results of the hypothesis test showed that the significance value of the work motivation variable with the moderating variable of job satisfaction is 0.024 <0.05, while the significant value of job satisfaction is 0.027 <0.05. This is included in the type of *quasi-moderating variable* because the variable job satisfaction influences employee performance and moderates the influence of work motivation on employee performance, so **H₅ accepted**. The test results that job satisfaction moderates the influence of work motivation on employee performance. The feeling of satisfaction of employees in doing their work will trigger motivation in employees to continue to perform optimally so that they continue to maintain the satisfaction of the performance that has been achieved before or achieve the job satisfaction they want to achieve. The results of this study are in line

with research [25] which shows that job satisfaction moderates the influence of work motivation on employee performance.

f. Job Satisfaction Moderates the Influence of Job Stress on Employee Performance

The results of the hypothesis test showed that the significance value of the work stress variable with the moderating variable of job satisfaction is $0.012 < 0.05$, while the significant value of job satisfaction is $0.027 < 0.05$. This is included in the type of *quasi-moderating variable* because the variable job satisfaction influences employee performance and moderates the influence of work stress on employee performance, so **H₆ accepted**. The test results that job satisfaction moderates the influence of work stress on employee performance. Employees who experience pressure that causes employee stress will have an impact on job satisfaction which will decrease and cause employee performance to be less than optimal. The results of this study are not in line with research [20] which shows that job satisfaction does not moderate the influence of work stress on employee performance.

g. Job Satisfaction Moderates the Influence of the Work Environment on Employee Performance

The results of the hypothesis test showed that the significance value of the work environment variable with the moderating variable of job satisfaction is $0.000 < 0.05$, while the significant value of job satisfaction is $0.027 < 0.05$. This is included in the type of *quasi-moderating variable* because the variable job satisfaction influences employee performance and moderates the influence of the work environment on employee performance, so **H₇ accepted**. The test results that job satisfaction moderates the influence of the work environment on employee performance. The workplace will provide facilities to employees for the convenience of working to increase job satisfaction. In the end, a comfortable work environment can improve employee performance. The results of this study are in line with research [25] which shows that job satisfaction moderates the influence of the work environment on employee performance.

h. Job Satisfaction Moderates the Influence of Work Competence on Employee Performance

The results of the hypothesis test showed that the significance value of the competency variable with the moderating variable of job satisfaction is $0.000 < 0.05$, while the significant value of job satisfaction is $0.027 < 0.05$. This is included in the type of *quasi-moderating variable* because the variable job satisfaction influences employee performance and moderates the influence of competence on employee performance, so **H₈ accepted**. The test results that job satisfaction moderates the influence of competency on employee performance. Competence is something that is needed by hotel employees to carry out their duties properly. Competence is usually obtained in various ways ranging from education, training, and also experience. Maximum competence will support employees to get job satisfaction so that in carrying out the work will produce a good performance and as expected. The results of this study are in line with research [27] which shows that job satisfaction moderates the influence of competency on employee performance.

5. Conclusion

Based on the test results and discussion in the previous chapter, the following conclusions can be obtained:

1. The work motivation variable has a significance value of $0.395 > 0.05$, meaning that work motivation does not influence employee performance.
2. The work stress variable has a significance value of $0.972 > 0.05$, meaning that work stress does not influence employee performance.
3. The work environment variable has a significance value of $0.023 < 0.05$, meaning that the work environment influences employee performance.
4. The competency variable has a significance value of $0.005 < 0.05$, meaning that competence influences on employee performance.
5. The work motivation variable moderated by job satisfaction has a significance value of $0.024 < 0.05$, which means that work motivation is moderated by job satisfaction influencing employee performance.
6. The work stress variable moderated by job satisfaction has a significance value of $0.024 < 0.05$, which means that work stress is moderated by job satisfaction influencing employee performance.
7. The work environment variable moderated by job satisfaction has a significance value of $0.000 < 0.05$, which means that the work environment is moderated by job satisfaction influencing employee performance.
8. The competency variable moderated by job satisfaction has a significance value of $0.000 < 0.05$, which means that the competency moderated by job satisfaction influences employee performance.

Based on the conclusions of this study, the researchers provide the following suggestions:

1. Government

It is expected to pay attention to the work stress experienced by its employees. Providing motivation such as praise or rewards can improve their performance. Maintenance of the physical work environment is also needed to get a comfortable atmosphere at work. A non-physical work environment such as a harmonious relationship between fellow employees or superiors and subordinates needs to be maintained to increase motivation at work to improve employee performance. Increasing competence by providing training and mentoring regularly will improve employee performance.

2. Next researcher

From the results of this study, the suggestions that can be conveyed by the author are that further research is expected to be able to add interview methods in obtaining answers from respondents directly by not relying only on answers from the questionnaire that has been distributed to respondents so that the results obtained can reflect the actual conditions that occur.

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