

The Mediating Role of Work Motivation: The Effect of Teamwork and Work Stress on Employee Performance: Study at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste in 2023

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ABSTRACT

This research aims to (1) analyze and explain the influence of teamwork on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste; (2) the influence of work stress on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste; (3) the influence of teamwork on work motivation at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste; (4) the influence of work stress on work motivation at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste; (5) the influence of work motivation on the performance of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste; (6) the mediating role of work motivation on the influence of teamwork on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste; (7) the mediating role of work motivation on the influence of work stress on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. The population in this study was 130 employees who worked at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste with a sample size of 57 samples using the Slovin formula. The data analysis method uses Partial Least Square. Findings in the research include, teamwork has a positive and significant effect on work performance, work stress does not have a significant effect on employee work performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, teamwork has a positive and significant effect on work motivation, work stress does not significantly influence employee work motivation at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, work motivation significantly influences employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, work motivation can be intervening variables or mediating influences between teamwork on employee performance and work motivation were unable to mediate the influence of work stress on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. Recommendations that need to be considered in this research include continuing to improve and maintain teamwork in order to achieve organizational goals in providing quality services to the community. Control and minimize the level of work stress among employees by reducing workload and working hours and providing opportunities for employees to refresh. Increase employee motivation by providing rewards, allowances and incentives according to their work. Improving employee performance by always paying attention to employees and providing motivation and giving confidence that they can complete the assigned tasks well. Future researchers are expected to examine more sources and references related to research variables, as well as consider other variables that influence employee motivation and performance, such as benefits, employee empowerment, and others.

Keywords : Teamwork, Stress, Performance, Motivation.

1. INTRODUCTION

The motion of a health institution can be seen from the good performance of health workers. What is meant by health workers include doctors, nurses, midwives, pharmacists and other health professions who form one unit as agents on the front line.

Every health worker who works on the front line is required to do his best to demonstrate his work performance in this case producing quality health services, as stated by Hafidhuddin et. al (2003) that professionalism in this case is not only measured by how much salary is earned but must be interpreted more as working to the maximum and with full commitment and seriousness. However, many health workers are currently worried about their safety. This fear is caused by the increase in cases of Corona Virus Disease 19 which is a global threat of increasing morbidity and death rates.

The world trend regarding Corona Virus Disease 19 at the beginning of July 2021 in <https://www.worldometers.info/coronavirus> shows that as many as 186,839,573 people have been infected. From this trend, the mortality rate is 4.1/2,164. Meanwhile, information on cases of Corona Virus Disease 19 in Timor-Leste in the period 9 July 2021 shows an increase. As announced by the Ministry of Health in its Facebook account official named Palacio das Cinzas, in that period there were 99,710 confirmed cases spread across 13 regions in the State of Timor-Leste.

The increase in cases of Corona Virus Disease 19 above requires health workers to work together in fighting it, especially those appointed to be on the front line. Even though they are in different professions, without strong teamwork to prevent this pandemic, it will be very difficult to combat this global problem. Pangiki et al. (2017) stated that teamwork is a form of work in a group that must be organized and managed well. There is strong interdependence between members to achieve a goal or to complete a task.

When the organization and management of teamwork in a health agency is not effective, there will be a decline in performance or vice versa. The results of interviews conducted by Kusuma and Sutanto (2018) in their research show that employee members often carry out work together, but not all members contribute to carrying out tasks. On the other hand, from the results of the interviews in this research, the informants also said that if each individual can understand their respective duties and responsibilities and try to carry them out as best as possible, then employee performance will automatically increase.

Other studies such as Weaver et al. (2010) supports that the educated organization proved great will increase in the quantity and first-rate of pre surgical operation briefings and the use of quality teamwork behaviors in the course of instances (the trained group demonstrated a significant increase in the quantity and quality of the initial stages of the procedure surgical management and utilization of group cooperative behavior during case resolution). The results of other studies such as Putri Handayani Siregar (2019) and Dhita Ayu Bintang Pamungkas (2018) also show that teamwork has a positive and significant effect on work performance.

From the increase in cases of Corona Virus Disease 19 above, it is not surprising that many health workers or employees feel discomfort when they are at work. Regardless of the continued outbreak of the novel COVID-19, few research has been investigated...this phenomenon gives upward thrust to social troubles consisting of pressure (Yu, J., Park, J., & Hyun, S. S., 2021). (With the novel COVID 19, several studies have been carried out... this phenomenon has given rise to social problems such as work stress).

According to Robbins (2006) employee work stress is a condition that arises from interactions between humans and work and is characterized by changes in humans that force them to deviate from their normal functions. According to Lewaherilla, N. C. (2019) what is meant by irregularities in normal functions in carrying out duties include being late for work, leaving early, working not optimally, skipping and relaxing outside of office hours, to cases of sexual deviation and behavior that is detrimental to the organization such as using state funds due to a consumerist lifestyle so that quite a few employees or government officials are involved in cases of manipulation and corruption.

In daily life at work, work stress experienced by a health worker can interfere with performance and reduce productivity in providing services to patients. According to Siswadi, Y., Radiman, R., Tupti, Z., & Jufrizen, J. (2021) Workers who have high levels of work tension tend to have physiological symptoms, while employees with moderate levels of work pressure do not have symptoms in physiological aspect. Hasibuan, (2014) in his research also explained that health workers such as nurses who experience stress become afraid and experience chronic worry. They often become angry, aggressive, and unable to relax, or display an uncooperative attitude.

The results of other research conducted by Amin., et al (2020) with the aim of finding out the relationship between work stress and work conflict on the performance of nurses in the inpatient ward at the Kepahiang Regional General Hospital (RSUD) showed that out of 80 respondents, there were 39 respondents (48.8%) who have low work stress, and 41 (52.1%) respondents who have high work stress. Excessive levels of stress will cause employees to be in a depressed condition, because they are no longer able to cope with tasks that are too heavy (Putra, Y. P., 2021).

Work tasks that are considered difficult in handling Corona Virus Disease 19 ultimately require health workers to demand rights to motivate themselves, such as providing adequate compensation. Compensation for performance can be measured through 4 indicators of salary, incentives or bonuses, allowances and awards (Singa, H., 2020).

With this case, hospital institutions for Corona Virus Disease 19 patients really need competent and qualified health workers in treating patients diagnosed with Corona Virus Disease 19. The health workers themselves must have the motivation to provide quality services. Quality to their patients, apart from motivation, good teamwork is also needed so that health workers do not experience excessive tension or fear in providing services to patients.

Previously, in the country of Timor Leste, cases of Corona Virus Disease 19 had increased so much that the performance of health workers was required to be extra demanding in dealing with it. This increase in patients has caused a decline in performance because health workers feel that their performance has not been recognized by the government. Apart from that, performance decreases because health workers lack motivation due to excessive pressure, including the possibility of uncoordinated teamwork. Therefore, good teamwork and motivation within health workers is really needed so that excessive work pressure can be reduced so that the performance of health workers will be better. Increasing motivation includes providing appropriate compensation, appreciation, reducing excessive tension, adding health personnel to handle cases of Corona Virus Disease 19 and other diseases, providing a conducive work environment, and good teamwork.

In fact, in Timor Leste, providing compensation to motivate health workers is still controversial. So the Timor-Leste Nurses Association (Asosiasaun Enfermeirus Timor-Leste with the abbreviation AETL) represented by the organizational structure held a press conference on 12 May 2020 asking the Timor-Leste Ministry of Health to recognize the work performance of its members. The President of the Timor-Leste Nurses Association in his declaration asked the government to provide appropriate subsidies in addition to the basic salary, especially to all those working on the front line. He added that currently more than 1,000 nurses work on the front line and do not receive compensation commensurate with other health workers. Through these complaints, it cannot be denied that the 120 health workers at the Comoro Community Health Center are experiencing the problems that have been complained about. Even though it feels very difficult because of unsupportive motivation and the possibility of being infected by this virus, all health workers who are currently tasked with handling Corona Virus Disease 19 are

expected to give their best contribution. One of the contributions referred to is intensive collaboration on the basis of a professional oath demonstrated through the knowledge and skills they have learned.

Based on several issues that have been raised in the background above, this research is expected to have the following theoretical benefits, namely contributing to the science of human resource management and organizational behavior, especially to produce empirical evidence related to the work performance of health workers in the Corona Virus Disease 19 pandemic situation. Especially those related to teamwork, work stress, work motivation and employee performance.

As a practical benefit, it is hoped that this research will be a form of contribution to the Timor-Leste Government through the Ministry of Health in properly empowering all health workers, especially health workers who serve at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste in the era of the Corona Virus Disease 19 pandemic.

2. LITERATURE REVIEW

Walter et al., (2019) define teamwork as a group whose individual efforts produce higher performance than the sum of individual input. According to Smither, Houston, McIntire (1996), an effective team is a team that allows its members to be able to produce task completion that is greater than the results of individual work because the work results are the result of the contribution of team members together.

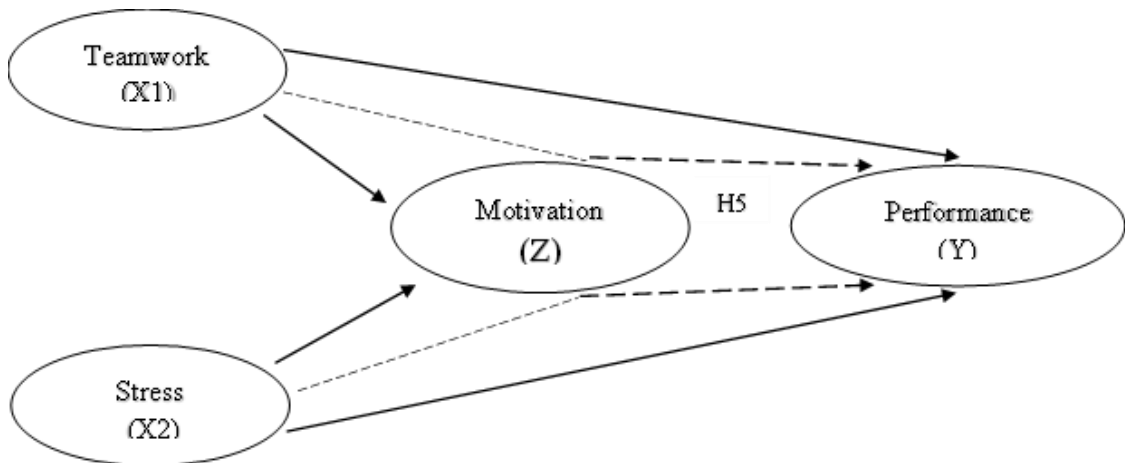
Gibson, et.al. (1996) stated that stress is a force or stimulus that puts pressure on an individual, causing a response to tension. According to Walker, (2002) when the body is able to use the stress experienced to help overcome an obstacle and improve performance, this stress is positive, healthy and challenging or is called eustress. On the other hand, when the body tends to overreact, is confused, and cannot create maximum performance, the individual experiences distress.

Robbins (2006) defines that motivation is a process that determines an individual's intensity, direction and persistence in trying to achieve goals. This definition was emphasized by Mangkunegara (2002) that work motivation is a condition whose influence generates, directs and maintains behavior related to the work environment.

Mangkunegara (2017) Work performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Osborn (1991), performance is the quality and quantity of achieving tasks, whether carried out by individuals, groups or companies. Meanwhile, according to Tika (2006), performance is the result of the work function of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain time period.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

According to sugiyono (2019), the conceptual framework is a conceptual model of how theory relates to various factors that have been identified as important problems. The conceptual framework in this research is as follows:



According to Sugiyono (2019), a hypothesis is a temporary answer to a research problem formulation and the problem formulation is expressed in the form of a question sentence. The hypotheses in this research are as follows:

1. H1: There is a positive and significant influence between teamwork on employee performance.
2. H2: There is a positive and significant influence between work stress and employee performance.
3. H3: There is a positive and significant influence between teamwork on work motivation.
4. H4: There is a positive and significant influence between work stress and work motivation.
5. H5: There is a positive and significant influence between work motivation and employee performance.
6. H6: There is a positive and significant influence between teamwork on employee work performance through the mediating role of work motivation.
7. H7: There is a positive and significant influence between work stress on employee work performance through the mediating role of work motivation.

4. RESEARCH METHODOLOGY

This type of research is quantitative research, namely research in the form of numbers and statistical analysis which aims to test predetermined hypotheses. In this study, the population was 130 employees who worked at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. The sample used was in accordance with Slovin's formulation, namely 57 with sampling using a purposive sampling technique.

The data in this research is primary data. Data collection was carried out by distributing questionnaires to research objects and filled in directly by the respondents. This research creates data in the form of a questionnaire containing statement indicators using a Likert scale which has an interval between 1 and 5, where if the respondent's perception is positive then the highest value is 5 and the lowest value is 1 and vice versa. The data analysis technique uses a tool called Partial Least Square (PLS)

5. DISCUSSION

Respondent Characteristics

Respondent characteristics are used to determine the diversity of respondents based on gender, age, highest level of education, length of work, title or position, income, marital status and number of dependents.

Respondent Characteristics	Total	Percentage (%)
Gender (person)		
Man	13	22.8
Woman	44	77.2
Age (person)		
18 – 25 years	4	7.0
26 – 35 years	36	63.2
36 – 45 years old	15	26.3
> 46 years	2	3.5
Degree		
High School Equivalent	1	1.8
Bachelor degree 1 or 2	1	1.8
Bachelor degree	16	28.1
Bachelor degree with honour	35	61.4
Specialist	1	1.8
Master Degree	3	5.3
Length of work		
< 5 years	26	45.6
6 – 10 years	18	31.6
> 11 years	13	22.8
Position		
Program Coordinator	9	15.8
Regular Staff	48	84.2
Income		
< \$ 200.00	18	31.6
\$ 200.00 - \$ 450.00	21	36.8
> \$ 450.00	18	31.6
Marital status		
Not married yet/single	22	38.6
Marry	33	57.9
Single Parents	2	3.5
Number children		
None	15	26.3
1 – 5 people	33	57.9
> 5 people	9	15.8

Source: Research results processed in 2023.

Data from table above shows that of the 57 respondents in this study, there were 13 male respondents with a percentage of 22.8% and 44 female respondents with a percentage of 77.2%. It can be concluded that the majority of respondents in the study were 44 women or 77.2%. Apart from that, the characteristics of respondents based on age were divided into four groups and the highest number of respondents were in the 26 - 35 year age group, 36 people or 63.2%, 4 people in the 18 - 25 year age group or 7%, 36 - There were 15 people aged 45 years and 2 people in the age group greater than 46 years or 3.5%.

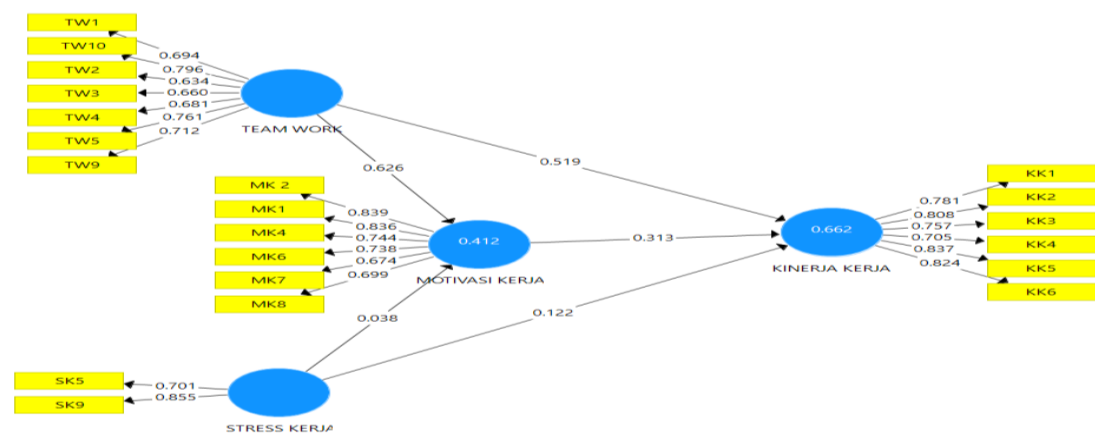
Respondent characteristics based on education level were divided into seven groups representing the respondent's education level. The largest number of respondents were in the Bachelor (S1) education level group, 35 people or 61.4%. If we look at the length of work, the highest number of respondents were in the category of work duration < 5 years with 26 respondents or 45.6%. Apart from that, based on existing data, it is known that the characteristics of respondents based on the position or position as program coordinator were 9 people or 15.8% and the position or position as regular staff was 48 people or 84.2%.

Based on income level, it is known that the largest number of respondents were at an income level of between \$ 200.00 - \$ 450.00 with a total of 21 respondents or 36.8%. Apart from that, looking at marital status, it is known that 33 respondents (57.9%) are married, 22 respondents are not married and 2 other respondents are single parents. Meanwhile, looking at the number of dependent children, it is known that the majority of respondents or 33 people (57.9%) of respondents have 1 – 5 dependents.

Testing Instruments

Outer Loading

The modified model of convergent validity testing results can be presented in the image below:



Based on the modified model in figure above, it shows that all loading factors have values above 0.60, so that no constructs for all variables have been eliminated from the model. It can be concluded that the construct has met the convergent validity criteria.

Discriminant Validity

Variables	Teamwork	Stress	Motivation	Performance
Teamwork	0.829			
Stress	0.215	1.000		
Motivation	0.535	0.303	0.785	
Performance	0.733	0.423	0.659	0.786

Source: Research results processed in 2023.

In table above for each number in bold is the fornell lacker critirion value of each construct. From the table above it can be seen that the fornel lacker criterion value for each construct has the highest value for each latent variable which is tested with other latent variables, meaning that each indicator is able to be predicted well by each latent variable and the numbers that are not bolded are the correlation values. between constructs and other constructs.

Reliability

Variables	Cronbach's Alpha	Composite Reliability
Teamwork	0.832	0.875
Stress	0.372	0.757
Motivation	0.849	0.889
Performance	0.876	0.907

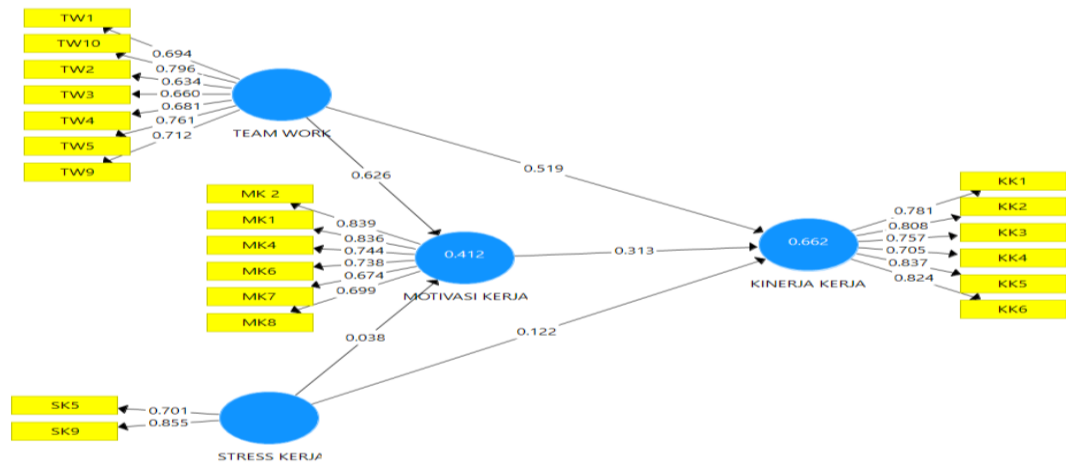
Source: Research results processed in 2023.

Table above shows that the Composite Reliability value for all constructs of the team work, work stress, work motivation and work performance variables is above 0.60. Thus it can be concluded that all constructs have good reliability.

By looking at the Cronbach Alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach Alpha value is greater than 0.60. Thus, it can be concluded from table 5.8 that the work stress construct has a reliability that does not meet the required minimum value. Meanwhile, the others were declared reliable because they were greater than 0.60.

Measurement Model

The inner model of the research results is presented in figure below:



The results of the analysis in Figure above show that the R-Square value can be displayed in table below:

Structural Model	Variable	R – Square
1	Motivation (Z)	0.412
2	Performance (Y)	0.662

Source: Research results processed in 2023.

Data table above is explained as follows:

1. The R – Square value of the independent variables Teamwork and work stress on the mediating variable work motivation is 0.412. These results indicate that the work motivation of staff or employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste can be explained by the team work and work stress variables of 41.2% and the remaining 858% is caused by other factors not included in the research model This.
2. The R – Square value of the variables teamwork, work stress and work motivation on the dependent variable work performance is 0.662. These results indicate that the work performance of the staff or employees of the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste can be explained by the variables team work, work stress and work motivation at 66.2% and the remaining 33.8% is caused by other factors that are not present. in this research model.

Descriptive Analysis

1. Teamwork Variable (X1)

The teamwork variable consists of ten (10) statement items distributed to 57 respondents. The results of respondents' responses to the teamwork variable can be presented in the table below:

Indicators	Scores					Mean	Assesme nt
	1	2	3	4	5		
I make reports about all activities that have been carried out in oral and written form.	0	1	8	26	22	4.21	Very good
I carry out all the tasks that have been given.	0	0	3	24	30	4.47	Very good
I also provide ideas for solving problems currently being faced in the work environment.	0	0	12	25	20	4.14	Good
I carried out and obeyed the picket with discipline	0	0	3	18	36	4.57	Very good
I participate and am active in all activities at work.	0	0	8	23	26	4.31	Very good
I avoid mistakes in carrying out duties and responsibilities	2	5	7	24	19	3.92	Good
The reason for working is because it is a motivation to participate in providing/making decisions	0	6	10	27	14	3.85	Good
I provide/create balanced time fairly	0	1	8	33	15	4.08	Good
Intellectual ability refers to the mind, a better mental ability to solve problems.	1	2	10	22	22	4.08	Good
Physical ability refers to energy/stamina, a healthy physical condition.	0	0	11	20	26	4.26	Very good
Variable for Teamwork						4.18	Good

Source: Research results processed in 2023.

Based on the table above, it can be seen that by calculating the average value of the teamwork variable, the average value is 4.18. This indicates that the teamwork variable is well perceived by respondents who work at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. From the results above, information was also obtained that the indicator or statement item that received the highest average score of 4.57 was item 4 with the statement "I carry out and obey the picket with discipline", meaning that the health workers who work at Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste are always disciplined. in carrying out his duties. In addition, the statement item that received the lowest average score of 3.85 was the seventh item in the statement "The reason for working is because it is a motivation to participate in giving or making decisions."

2. Stress Variable (X2)

The Job Stress variable consists of ten (10) statement items distributed to 57 respondents. The results of respondents' responses to the work stress variable can be presented in the table below:

Indicators	Scores					Mean	Assesme nt
	1	2	3	4	5		
I feel the workload given is too much	0	5	35	12	5	3.29	Sufficient
I often think about work even when I'm not working	0	3	14	26	1	3.89	Good
I often take work home	0	7	24	14	2	3.54	Good
I feel that the time provided is not enough to complete all the work	0	3	30	18	6	3.47	Good
I can complete more work if given more time	0	0	22	22	3	3.84	Good
I often give suggestions to my superiors but they are ignored	0	9	35	9	4	3.14	Sufficient
I rarely get praise/awards when I complete my work well.	0	2	33	12	1	3.52	Good

My co-workers often reprimand me for not working according to the regulations	0	5	32	14	6	3.36	Sufficient
I have a big responsibility towards the work I accept	0	2	10	23	2	4.14	Good
I was not given sufficient authority to carry out my responsibilities.	0	6	34	11	6	3.29	Sufficient
Variable for Stress						3.54	Good

Source: Research results processed in 2023.

Data obtained from questionnaires returned by respondents, overall the Job Stress variable (X2) is perceived by respondents as being in the good category, which is reflected in the average value of the work stress variable of 3.54, which is in the good category. The statement item that received the highest score on the work stress variable was item number nine in the statement "I have great responsibility for the work I accept" with a mean score of 4.14, meaning that health workers who work at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste has a deep sense of responsibility for the work received. Apart from that, the statement item that got the lowest mean score was the sixth item in the statement "I often give suggestions to my superiors but they are ignored" with a mean score of 3.14. This means that superiors do not have an open attitude and are willing to accept suggestions from their colleagues.

3. Motivation Variable (Z)

The work motivation variable is the mediating variable in this study with eight (8) statement items distributed to 57 respondents. The results of respondents' responses to work motivation variables can be presented in the table below:

Indicators	Scores					Mean	Assessment
	1	2	3	4	5		
The motivational drive that I have refers to instinct as a force that provides a stimulus for all behavior to achieve goals.	0	1	8	32	16	4.10	Good
My strong desire becomes a stimulus to carry out all responsibilities. Desire indicates a reaction because there are established rules.	0	1	10	30	16	4.07	Good
My willingness refers to an agreement based on a request from another person and is an answer/response to my own wishes	2	3	20	25	7	3.56	Good
My abilities that have been formed come from a formation process based on the knowledge and skills that I have learned and applied.	0	0	4	24	29	4.43	Very good
The skills I have refer to the ability to carry out all complex instructions, quickly/dexterously and neatly according to the situation to achieve the goal.	0	0	6	32	19	4.22	Very good
My responsibility refers to all demands to comply with applicable regulations.	0	1	6	31	19	4.19	Good
Demands refer to all the tasks that I get to perform.	1	1	10	31	14	3.98	Good
My current goals refer to the statement of the situation in the organization to achieve all the goals that have been set	1	2	10	30	14	3.94	Good
Variable for Motivation						4.06	Good

Source: Research results processed in 2023.

Data obtained from questionnaires returned by respondents show that overall the work motivation variable (Z) is perceived by respondents to be good, which is reflected in the average value of the work motivation variable of 4.06, which is in the good category. The statement "My abilities that have been formed come from a formation process based on the knowledge and skills that I have learned and applied" received the highest average score of 4.43, which is in the very good category, while the statement "My willingness refers to an agreement based on a request from another person and "is an answer or response to one's own wishes" is the lowest category assessment with an average score of 3.56, including the good category. Even though all the motivation variable indicator values are in the good category, the Community Health Center Comoro, Dom Aleixo, Dili, Timor Leste must continue to

provide motivation to employees in serving and carrying out their duties so that they can improve the work performance of these employees.

4. Performance Variable (Y)

The work performance variable is the dependent variable in this research model with six (6) statement items distributed to 57 respondents. The results of respondents' responses to work performance variables can be presented in the table below:

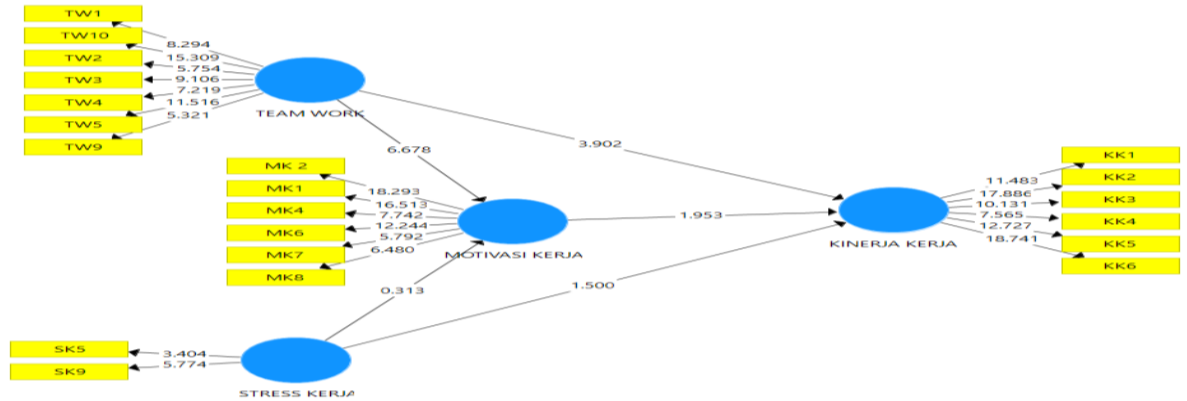
Indicators	Scores					Mean	Assessment
	1	2	3	4	5		
My work quality refers to the measurement of work performance based on work results and tenacity through skills and abilities.	0	2	11	16	28	4.22	Very good
My work quantity refers to the totality and entire cycle of activities that have been carried out	0	1	10	28	18	4.10	Good
Compliance refers to the level of activity according to the specified time, measured based on coordination lines with the end result including maximizing time for other activities.	1	1	8	30	17	4.07	Good
My effectiveness refers to the use of existing resources in the organization such as strengths, resources and technology	0	1	16	26	14	3.92	Good
My independence refers to the desire to carry out all responsibilities.	0	1	10	27	19	4.12	Good
My commitment refers to my responsibility towards my organization/profession.	0	1	8	25	23	4.22	Very good
Variable for Performance						4.10	Good

Source: Research results processed in 2023.

Data obtained from questionnaires returned by respondents show that overall the Employee Performance variable (Y) is perceived by respondents to be good, which is reflected in the average value of the Employee Performance variable of 4.10, which is in the good category. The statements "The quality of my work refers to measures of work performance based on work results and tenacity through skills and abilities" and "My commitment refers to responsibility for my organization or profession" get the highest average score of 4.22, which is in the very good category, while the statement "My effectiveness refers to the use of existing resources in the organization such as strength, resources and technology" is the lowest category assessment with an average value of 3.92, including the good category. Even though all employee performance variable indicator values were classified as good, there were several respondents who still gave disagreeing and neutral answers to the statement items distributed. Apart from that, the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste must also always provide training to employees in order to improve employee work performance.

Hypothesis Testing

The following data test results using bootstrapping are presented in Figure below:



Based on the results of the analysis in the image above, it can be explained that in this research model there are seven hypotheses developed which include 5 direct hypotheses and 2 indirect hypotheses. The hypothesis testing presentation for this research is presented in Table below:

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Observation
Direct Effect						
Teamwork -> Performance	0.519	0.516	0.133	3.902	0.000	Significant
Stress -> Performance	0.122	0.126	0.081	1.500	0.134	No Significant
Teamwork -> Motivation	0.626	0.628	0.094	6.678	0.000	Significant
Stress -> Motivation	0.038	0.054	0.121	0.313	0.754	No Significant
Motivation -> Performance	0.313	0.307	0.160	1.953	0.051	Significant
Indirect Effect						
Teamwork -> Motivation -> Performance	0.196	0.193	0.109	1.795	0.073	Significant
Stress-> Motivation -> Performance	0.012	0.023	0.045	0.263	0.792	No Significant

Source: Research results processed in 2023.

Note:

* = significant at a significance level 95%

** = significant at a significance level 90%

The table above provides information regarding the results of direct effect testing as follows:

1. The Teamwork variable (X1) is proven to have a positive and significant effect on Work Performance (Y). This result is indicated by a p-value <0.10. Thus, the first hypothesis, namely that Teamwork has a positive and significant effect on the Work Performance of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, can be accepted.
2. The Stress variable (X2) is proven to have no significant effect on Work Performance (Y). This result is indicated by a p-value > 0.10. Thus, the second hypothesis, namely that work stress has a positive and significant effect on the work performance of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, cannot be accepted or rejected.
3. The Teamwork variable (X1) is proven to have a positive and significant effect on Work Motivation (Z). This result is indicated by a p-value <0.10. Thus, the third hypothesis, namely that Teamwork

- has a positive and significant effect on the work motivation of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, can be accepted.
4. The Stress variable (X₂) is proven to have no significant effect on work motivation (Y). This result is indicated by a p-value > 0.10. Thus, the fourth hypothesis, namely that work stress has a positive and significant effect on the work motivation of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, is neither accepted nor rejected.
 5. Work motivation (Z) is proven to have a significant effect on work performance (Y). This result is indicated by a p-value < 0.10. Thus, the fifth hypothesis, namely that work motivation has a positive and significant effect on the work performance of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, can be accepted.
 6. Work motivation (Z) is proven to be able to significantly mediate the relationship between teamwork and work performance. This result is indicated by a p-value < 0.10. Thus, the sixth hypothesis, namely that there is a positive and significant influence between teamwork on employee work performance through the mediating role of work motivation, can be accepted.
 7. Work motivation (Z) was proven to be significantly unable to mediate the relationship between work stress and work performance. This result is indicated by a p-value > 0.10. Thus, the seventh hypothesis, namely that there is a positive and significant influence between work stress on employee work performance through the mediating role of work motivation, cannot be accepted or rejected.

Discussion

The Effect of Teamwork on Performance

The results of hypothesis testing in this research prove that teamwork has a positive and significant effect on work performance. These results indicate that if teamwork is further improved, the performance of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste will increase and conversely, the lower the teamwork, the employee performance will decrease. Apart from that, the results of this research also explain that the employees or staff of the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste have implemented teamwork to support good and optimal performance. This is caused by the sense of responsibility that employees have for their work so that they are able to produce appropriate performance.

Based on the results of indirect interviews conducted with several employees of the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, it was explained that this agency had implemented teamwork well, which had a positive impact on employee performance. Each employee has a target for each team to complete according to their abilities and existing division of tasks. With teamwork, the goals of the Community Health Center Comoro, Dom Aleixo, Dili, Timor Leste will be achieved because each part has the same final goal. So, at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, teamwork can be said to be good and has improved employee performance at the health government agency.

The results of the research above also support the theory put forward by Priskilla & Santika (2019) stating that teamwork is the most important thing in efforts to improve the quality of performance and avoid miscommunication that can occur between employees and leaders. Apart from that, teamwork needs to be trained with aspects tailored to the company. A team is a group of people who, based on their abilities, work together and complement each other to achieve the same goal (Hanafi, 2016).

Empirically, the results of this research are in line with research from Octavia & Budiono (2021) that teamwork positively and significantly influences work performance. Apart from that, research results from Nugraha et.al (2017) also explain that team work has an effect on work performance.

The Effect of Job Stress on Performance

The results of the study showed that work stress did not have a significant effect on work performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. The results of this study indicate that the high or low level of work stress in the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste has no effect on increasing or decreasing employee performance. This can be explained by looking at the important role of employees in their duties as doctors, midwives, nurses and other health workers who must have great responsibility for their work because the employees are in direct contact with patients at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. The demands of this role make employees have to work professionally and according to their work standards, so that high or low work stress at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste does not have a significant effect on employee performance.

According to Danang (2012) explains that not all stress is negative. Therefore, management may not worry if employees experience mild stress, which at a certain level of stress will have positive consequences or improve their performance because this will encourage or urge employees to perform their tasks better. Light stress can be given to employees in order to encourage faster performance and can encourage critical thinking where when under pressure, the brain will work more to look for opportunities to quickly solve the work or problem given.

Empirically, the results of this research are in line with research from Sofyan & Sudiro (2019) that work stress has no effect on employee performance. Apart from that, research results from Nanda & Sugiarto (2020) explain that work stress has no effect on work performance. Rini, et.all (2018) that the work stress variable shows a negative and insignificant influence on employee performance.

The Influence of Team Work on Work Motivation

The results of this research show that teamwork has a positive and significant effect on work motivation. The results of this research indicate that work motivation is caused by teamwork that supports each other to continue moving forward to achieve success in achieving organizational goals in providing services to the community. Teamwork can make the relationship between employees closer, creating a feeling of comfort and making them more motivated to complete a job.

Basically, teamwork has the same goal and can develop effectiveness and reciprocal relationships for team goals. Teamwork is one of the determining factors for the success of organizational goals. In any company or organization anywhere, no organization can progress without a strong group. But no matter how strong a group is, if it is not supported by high work motivation, the performance achieved will not be optimal (Sriwidodo and Haryanto, 2013).

Team work is a form of division of work and responsibilities of each medical personnel according to competence, but directed towards the same goal (Nursalam, 2013). Understanding team work also shows that the success of a team is a collective success, whereas the failure of a team is the responsibility of all members regardless of their position in an organization's management.

Empirically, the results of this research are in line with research from Yusianto & Melinda (2015) that there is a significant relationship between perceptions of teamwork and nurse motivation at the Pati Sehat Family Hospital.

The Effect of Job Stress on Work Motivation

The results of this study indicate that work stress does not have a significant effect on employee work motivation at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. From the results of the research above, it can be explained that even though the employees of the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste have high levels of stress, this will not affect work motivation in providing services to patients. Employees have the skills to manage work stress so that it does not reduce motivation at work.

Stress is a situation where a person experiences tension because of conditions that affect him, these conditions can be obtained from within or from outside a person. The level of tension regarding these conditions depends on the employee's acceptance and response. Certain tensions that occur in one employee may cause job stress for certain employees, but are challenges for other employees.

Stress levels that can be controlled can make employees do their jobs better, because they are able to increase work intensity, alertness and creative abilities, but excessive stress levels cause their performance to decline. High stress, both physical and behavioral, is a short-term result of job stress which can influence low employee performance. Stress in employees is not something that always has a bad impact on employees & their performance, but stress can also provide motivation for employees to foster a sense of enthusiasm in carrying out each job to achieve a good work performance for the employee's career and for the progress and success of the company, this It was proven in this research that there were several nurses who experienced severe stress but were still able to show good performance.

Empirically, the results of the research above are in line with research from Intan (2019) that partial work stress has no effect on employee work motivation.

The Effect of Work Motivation on Performance

Based on the research results above, it shows that work motivation variables significantly influence employee performance at the Community Health Center Comoro, Dom Aleixo, Dili, Timor Leste. This means that the increase or decrease in the performance of employees at the Community Health Center Comoro, Dom Aleixo, Dili, Timor Leste is influenced by work motivation or in other words, if the work motivation of employees at the Community Health Center Comoro, Dom Aleixo, Dili, Timor Leste improved will affect employee performance or vice versa.

From the results of observations made by researchers, it was seen that during the Covid-19 pandemic in Timor Leste there was an increase in patients which led to a decline in performance because health workers felt that their performance had not been recognized by the government. Apart from that, performance decreases because health workers lack motivation due to excessive pressure, including the possibility of uncoordinated teamwork. Apart from that, providing compensation to motivate health workers is still causing controversy which ultimately has an impact on reducing employee performance. Employees do not have the enthusiasm or enthusiasm to carry out their work as they should and employees feel less motivated and appreciated.

Motivation means providing a motive to move someone or which can give rise to encouragement or circumstances. So it can also be said that motivation is a factor that encourages people to act simply. Thus, motivation means a condition that encourages or causes someone to carry out an action or activity, which occurs consciously. The main principle of motivation is that "humans (someone) only do activities that are fun to do". This principle does not rule out the condition that under forced circumstances a person may do something he does not like. In reality, activities that are driven by something that is not liked, in the form of activities that are forced to be carried out, tend to be ineffective and inefficient.

From the results of respondents' responses to the work motivation variable, it is known that the statement item "My willingness refers to an agreement based on a request from another person and is an answer/response to my own wishes" received the lowest mean score on the work motivation variable. This means that employees at the Community Health Center Comoro, Dom Aleixo, Dili, Timor Leste need to receive direction, guidance and motivation both from themselves and from others in carrying out their given responsibilities.

The Influence of Teamwork on Work Performance Through Work Motivation

Based on the results of the direct and indirect influence tests shown in table 4.10, it is known that work motivation can be an intervening or mediating variable in the influence of teamwork on employee performance. The influence of teamwork on the performance of employees at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste is a direct influence through work motivation.

The significant direct influence of work motivation on employee performance is what causes the work motivation variable to become a mediating or intervening variable in the influence of teamwork on employee performance. This is based on the motivation factor according to Abraham Maslow, namely the need for self-esteem and recognition and appreciation which is not well supported through a career path that increases if certain achievements are experienced. So, if you want motivation that can motivate company employees, you should increase the career path within the company.

The Effect of Job Stress on Work Performance Through Work Motivation

Based on the results of hypothesis testing, it is known that work motivation is unable to mediate the influence of work stress on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste. This means that employees of the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste who are unable to suppress work stress will result in decreased motivation at work and this decreased sense of motivation will also have an impact on employee performance.

The findings of this research indicate that motivation positively and insignificantly mediates the effect of work stress on job satisfaction of employees of the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste, meaning that the level of stress experienced by employees but not supported by high motivation will reduce employee performance. Apart from that, the research results show that there is no direct influence of work motivation on employee performance, which is why the work motivation variable is not a mediating variable.

5. CONCLUSION

Based on the results of data analysis and discussion in the previous chapter, the author draws several conclusions as follows:

1. Teamwork, which is reflected through indicators of responsibility, mutual contribution, and maximum mobilization of abilities, has been proven to influence employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste.
2. Work stress as reflected through indicators of workload, working time, feedback received and responsibilities was proven to have no effect on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste.
3. Teamwork has been proven to have a positive and significant effect on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste.

4. Work stress was proven to have no significant effect on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste.
5. Work motivation as reflected through the indicators of Drive, Willingness, Willingness, Building Skills, Building Skills, Obligations and Goals has been proven to have an influence on employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste.
6. Work motivation mediates the relationship between teamwork and employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste.
7. Work motivation does not mediate the relationship between work stress and employee performance at the Comoro Community Health Center, Dom Aleixo, Dili, Timor Leste

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