



Effect Of Education And Training, Work Motivation, And Leadership Style On Employee Performance Through Health Services As Intervening Variables

(Case Study of Sadan Malimbong Public Health Center, Sadan District, North Toraja Regency)

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ABSTRACT: The phenomenon that occurs in the field shows that several important aspects of supporting employee performance still need attention so that they can improve their services. For example, the Competence of Service Providers already has good medical personnel, but still needs to be balanced with training and training related to the field of work carried out, there is still a lack of enthusiasm and work motivation, as well as the leadership pattern of the head of the puskesmas which also affects the level of health services at the puskesmas. This study aims to examine and analyze the influence of education and training, work motivation, and leadership style on employee performance through health services as an intervening variable. This research is a quantitative approach. This study will explain the causal relationship between the variables through hypothesis testing. In this study, the analytical method used is multiple regression analysis model using IBM's SPSS 26 program. The sample used in this study were 53 respondents. The results of this study indicate that education and training, motivation, and leadership style have a positive and significant influence both directly and indirectly on employee performance at the Sadan Malimbong Health Center, Sadan District, North Toraja Regency.

KEYWORDS: Education and Training, Motivation, Leadership Style, Health Services and Employee Performance

Introduction:-

The phenomenon that occurs in the field shows that several important aspects of supporting health services apart from the realization of the budget from the APBN and APBD still have many limitations. For example, the Competence of Service Providers already has good medical personnel, but still needs to be balanced with training and training related to the field of work carried out, there is still a lack of enthusiasm and work motivation, as well as the leadership pattern of the head of the puskesmas which also affects the level of health services at the puskesmas.

In addition to the problem of service that is still lacking in the last three years, there are still employees at the puskesmas who go home quickly, come in late and are not present, this proves that there is a need for an evaluation of the performance of employees at the puskesmas so that researchers feel it is important to conduct further research.

Table 1 Average Absence

Years	Number of Employees	Absence Average per Year		Slow Entry Average Annual		Get Home Quickly Average Yearly		Work At Hand
		Total	%	Total	%	Total	%	
2019	51	8	16%	8	16%	11	22%	80
2021	51	8	16%	8	16%	12	24%	81
2022	53	5	9%	9	17%	13	13%	80

Based on the gap between expectations and reality above, research on what factors also influence employee performance in the health sector is relevant and considered important. Several studies on public services in the health sector, such as research on the analysis of minimum service standards (MSS) also have an effect on health services.

Edi Saputra Pakpahan, et al (2014) researched the Effect of Education and Training on Employee Performance (Study at the Malang City Civil Service Agency). The results of this test indicate that education has a significant effect on employee performance, and the training variable has no significant effect on employee performance.

Research conducted by Untung Kuzairi, et al (2017) at Dr. General Hospital. H. Koesnadi Bondowoso. The purpose of this research is to determine the implementation of minimum service standards (SPM) in public services in the field of health services. The results of the study indicate that there are several obstacles and barriers that can be a factor affecting the implementation of MSS at RSUD dr. H. Koesnadi Bondowoso covers communication, bureaucratic structure, resources, disposition (attitude) and sectoral ego. The factor that has the most role in hindering implementation in this hospital is the sectoral ego in medical services. Sectoral ego is formed from medical Human Resources (HR) education. The sectoral ego can be minimized by applying several things including a supportive leadership style and the application of the principle of transparency, individual roles by building interpersonal communication and implementing conflict management, and values and attitudes by implementing an organizational culture that supports and fosters individual motivation to provide services in accordance with SPM.

Bayram and Zoubi (2020), analyzed the influence of leadership style on individual performance using 270 employees. The results of the moment of structural analysis show that the application of a bad leadership style in its implementation has a significant impact on improving employee performance. Azizah et al (2019) analyzed the effect of work motivation on organizational commitment by using 42 teachers. Measurement of work motivation using Maslow's hierarchy of needs (Mas'ud, 2004).

This indicates that there is a problem regarding employee performance. From some of these reasons, it is suspected that education and training factors, work motivation, and leadership style play a significant role.

Based on the above phenomenon, the authors are interested in conducting research with the title "The Influence of Education and Training, Work Motivation, and Leadership Style on Employee Performance Through Health Services as an Intervening Variable (Case Study of Sadan Malimbong Health Center, Sadan District, North Toraja Regency)" .

Literature Review:-

Agency Theory

Agency theory states that there is a working relationship between the party who gives the authority (principal) namely the investor and the party who receives the authority (agent) namely the manager in the form of a cooperation contract. The authority to manage and make daily business decisions of the company is delegated by the shareholders to agents or professionals. Meanwhile, the principals or company owners (shareholders) are tasked with monitoring or supervising the running of the company managed by experts and developing a compensation system for company management managers to ensure that they work for the benefit of the company.

According to (Sutedi, 2011) "a conflict of interest will lead to agency costs". In the agency relationship between the owner of the company and the manager, a problem will often arise which is usually called the agency problem. Agency problems arise as a result of the gap in interests between shareholders as owners of the company and the manager or management.

Herzberg's theory (two-factor theory)

The third scientist who is recognized as having made an important contribution to Herzberg's understanding of motivation. The theory he developed is known as the "two-factor model" of motivation, namely motivational factors and hygiene or "maintenance" factors. According to this theory, what is meant by

motivational factors are things that encourage achievement that are intrinsic in nature, which means that they come from within a person, while what is meant by hygiene or maintenance factors are factors that are extrinsic which means that they come from outside the self which also determine a person's behavior in someone's life.

According to Herzberg, what are classified as motivational factors include: one's work, success achieved, growth opportunities, advancement in career and recognition from others. While hygiene or maintenance factors include, among others, a person's status in the organization, an individual's relationship with his superior, a person's relationship with his co-workers, supervisory techniques applied by supervisors, organizational policies, administrative systems in the organization, working conditions and reward systems. applicable. One of the challenges in understanding and applying Herzberg's theory is to take into account exactly which factors are more powerful in a person's life, whether intrinsic or extrinsic. (Education Laboratory, 2012).

Employee Performance

The term performance comes from the word job performance or actual performance which means work performance or the actual achievement achieved by someone in carrying out their duties and obligations (Rivai, 2008). Performance is the embodiment of work carried out by employees which is usually used as a basis for assessing employees or organizations (Hasibuan, 2014). In the behavioral perspective, performance is explained as real behavior that is displayed by everyone as work performance produced by employees according to their role in the organization (Mangkunegara, 2004).

Then Mangkunegara (2005) performance is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. While Rivai (2009) performance is defined as the willingness of a person or group of people to carry out an activity, and perfect it according to their responsibilities with results as expected. Bahtiar Herman (2020) Individual performance is the work of employees both employee work both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance.

Public service

Public policy and public services are different things. In this case, Dunn (2003) suggests that public services are elements of policies that have been implemented by administrative units that have mobilized financial and human resources. While the definition of public policy is an action that has the intention to be determined by an actor or a number of actors in overcoming a problem or a problem (Anderson in Winarno, 2008). So, public policy is needed to overcome social problems, including many public service problems (public services), while public service itself is the implementation of the policies that have been made.

Law Number 25 of 2009 concerning Public Services defines public services as an activity or series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by service providers. public.

Education And Training

Education and training as an effort to develop human resources, especially to develop intellectual abilities and human personality. Therefore, to obtain maximum results in employee development, education and training programs are needed that are in accordance with job analysis so that employees know the objectives of the education and training they are carrying out.

According to Sumarsono (2009) education and training is one of the important factors in human resource development. Education and training not only increase knowledge, but also improve work skills, thereby increasing work productivity.

According to Andrew E. Sikula in Hardjanto (2012) it is stated that "Education is related to general improvement and understanding of the human environment as a whole and the process of developing knowledge, skills/skills, thoughts, character, character and so on." According to the Law of the Republic of Indonesia Number 2 of 1989 concerning the National Education System, what is meant by education is a conscious effort to prepare students through guidance, teaching, and/or training activities for their future roles.

Work motivation

Work motivation is a motivating factor for employees to work harder. The higher the work motivation displayed by an apparatus, the higher the performance it produces due to the emergence of more encouragement from within the apparatus to meet their needs so that it has an impact on the high performance it produces.

The term motivation comes from the word motive which can be interpreted as an effort to encourage someone to do something. The power contained within the individual, which causes the individual to act or act. Motives cannot be observed directly, but can be interpreted in their behavior, in the form of stimulation, encouragement, or power generation for the emergence of a certain behavior. Motivation can also be said as a plan or desire to achieve success and avoid failure in life.

Leadership Style

According to Robbins (2011) leadership is "The ability to influence a group to achieve a vision or goal". Leadership is one of the three activities in the act of supervision. Supervision is one element of quality control. Supervision is contained in the field work standard, the first point which reads "The work must be planned as well as possible and if used assistants must be properly supervised" (Agoes, 2008). This standard contains guidelines for auditors in planning and supervising. Supervision consists of three aspects, namely: aspects of leadership and mentoring, aspects of working conditions, and aspects of assignments. Based on some of the definitions above, it can be concluded that leadership is the ability to influence someone, so that they act and behave in accordance with the goals to be achieved by the leader.

Research Methods:-

This study aims to examine and analyze the influence of education and training, work motivation, and leadership style on employee performance through health services as an intervening variable. This research is a quantitative approach. This study will explain the causal relationship between the variables through hypothesis testing. The location or place of research is at the Sadan Malimbong Health Center, North Toraja Regency, which is located at Sa'dan Malimbong Village, District. Sa'dan, Kab. North Toraja. While the time of this research was carried out for a maximum of 6 (months). In this study, the analytical method used is multiple regression analysis model using IBM's SPSS 26 program. The sample used in this study were 53 respondents. The variables in this study are Education and Training, Motivation, Leadership Style, Health Services, the independent variable and Employee Performance as the dependent variable

Results:-

Description of Research Results

Path Analysis (Path Analysis)

Path Analysis is defined as being used to test or analyze causal relationships in multiple regression if the independent variables affect the variables not only directly, but also indirectly. The tool used for calculating path analysis is regression analysis and using the SPSS 26 program.

Table 2 Regression results

Variabel	Koefisien Beta	T count	P value	Information
Training and Education (X1) Performance (Y)	0.151	1.682	.004	significant
Work Motivation (X2) Performance (Y)	0.459	3.217	.002	significant
Leadership Style (X3) Performance (Y)	0.228	1.825	.034	significant
Training and Education (X1) Health Services (Z)	0.272	2.228	.030	significant
Work Motivation (X2) Health Service (Z)	0.325	2.516	.015	Ssignificant
Leadership Style (X2) Health Care (Z)	0.300	2.195	.033	

Health Services (Z) Performance (Y)	0.125	1.843	.003	
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Based on table 2 above, it can be seen that the direct effect of the independent variable on the dependent variable is as follows:

1. The value of Standardized Coefficients beta shows the contribution of training and education variables to employee performance variables is 0.151 and this proves that the ups and downs of training and education can affect employee performance by 0.151.
2. The variable of work motivation on employee performance with a Standardized Coefficients beta value of 0.459 is declared to have a positive effect and this proves that the ups and downs of employee work motivation can affect employee performance by 0.459.
3. The leadership style variable on employee performance with a Standardized Coefficients beta value of 0.228 is declared to have a positive effect and this proves that the ups and downs of employee leadership style can affect employee performance by 0.228.
4. The Standardized Coefficients beta value indicates the contribution of the training and education variables to the intervening variable, namely health services of 0.272 which is declared to have a positive effect and this proves that the ups and downs of training and education can affect health services by 0.272.
5. The Standardized Coefficients beta value indicates the contribution of the work motivation variable to the intervening variable, namely health services of 0.325 which is declared to have a positive effect and this proves that the ups and downs of work motivation can affect health services by 0.325.
6. The Standardized Coefficients beta value indicates the magnitude of the contribution of the leadership style variable to the intervening variable, namely health services of 0.300 which is declared to have a positive effect and this proves that the ups and downs of leadership style can affect health services by 0.300.

Hypothesis test

The t-test aims to examine the effect of each independent variable included in this study on the dependent variable. The t-test can be known by comparing the probability value with a standard significant value of 0.05. If the probability value is less than the standard value is significant, then the variable has a significant effect individually.

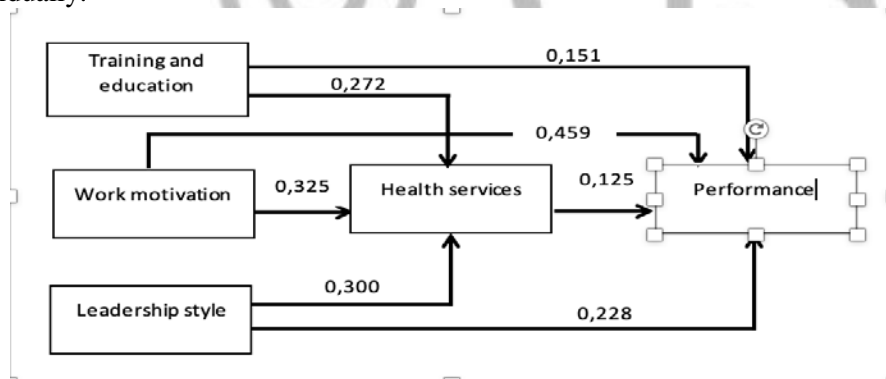


Figure 1 Path Diagram

In this study used a significant level = 0.05 with degrees of freedom (n-k-1; 53 – 4 - 1 = 48). At 5% so that the t table value is 1,677.

From the description of the t test using the SPSS version 26 data analysis program, it is known that the three independent/independent variables (X) have a positive and significant effect on employee performance at the Sadan Malimbong Health Center Toraja Utara with the following summary:

- i. Variables of training and education on employee performance, with a value of t arithmetic > t table 1.682 > 1.677 and significant = 0.004 < 0.05, which means that the training and education variables have a partial and significant effect on employee performance at the Sadan Malimbong Health Center, North Toraja.
- ii. The variable of work motivation on employee performance with a value of t arithmetic > t table 3.217 > 1.677 and significant = 0.002 < 0.05, which means that the variable of work motivation has a partial and significant effect on employee performance at the Sadan Malimbong Health Center, North Toraja.

- iii. The leadership style variable on employee performance with a value of t arithmetic $> t$ table $1.825 > 1.677$ and significant $= 0.034 < 0.05$, which means that the training and education variables have a partial and significant effect on employee performance at the Sadan Malimbong Health Center, North Toraja.
- iv. The variable of training and education on health services with a value of t arithmetic $> t$ table $2.228 > 1.677$ and significant $= 0.030 < 0.05$, which means that the variables of training and education have a partial and significant effect on health services at the Sadan Malimbong Health Center, North Toraja.
- v. The variable of work motivation on health services with a value of t arithmetic $> t$ table $2.516 > 1.677$ and significant $= 0.015 < 0.05$, which means that the training and education variables have a partial and significant influence on health services at the Sadan Malimbong Health Center, North Toraja.
- vi. The leadership style variable on health services with a value of t arithmetic $> t$ table $2.195 > 1.677$ and significant $= 0.033 < 0.05$, which means that the training and education variables have a partial and significant influence on health services at the Sadan Malimbong Health Center, North Toraja.
- vii. Variable health services on employee performance with a value of t count $> t$ table $2.143 > 1.677$ and significant $= 0.003 < 0.05$, which means that the health service variable has a partial and significant influence on employee performance at the Sadan Malimbong Health Center, North Toraja.

The coefficient of determination (adjusted R²).

The coefficient of determination is used to measure the extent to which the variables in this study affect the dependent variable. The value of R^2 lies between 0% to 100%. If R^2 obtained is close to 100%, it can be said that the stronger the model explains the variation of the independent variable on the dependent variable. Conversely, if it is close to 0, the weaker the variation of the independent variable explains the dependent variable (Ghozali, 2016).

Table 3 Coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.572	.34299
a. Predictors: (Constant), X1,X2,X3, dan Z				
b. Dependent Variable: Y				

The value of the coefficient of determination (Adjusted R square) is 0.572 which means that the independent/independent variables which include training and education, work motivation, leadership style and health services as intervening variables, on employee performance at the Sadan Malimbong Health Center, North Toraja, are 57.2 %, while the remaining 42.8% is influenced by other variables not included in this research model.

Discussion:

Analysis of the effect of education and training on employee performance at the Sadan Malimbong Health Center.

The results of testing this hypothesis indicate that education and training have a positive and significant effect on employee performance at the Sadan Malimbong Health Center. This is evidenced by the value of the standardized coefficient of education and training on performance of 0.151 and a probability value of 0.004 < 0.05 . This illustrates that if there is good education and training at the North Toraja Sadan Malimbong Health Center, it will lead to an increase in employee performance at the North Toraja Sadan Malimbong Health Center.

The relationship between education and training with employee performance influences each other, where it is assumed that education and training is a response to an organizational need. This is in line with the thoughts of Sudiro (2009) which states that one way to improve the quality of an organization's human resources is through education and training programs that are carried out in a planned and systematic manner. In other words, the importance of education and training is improving employee performance which includes supporting

knowledge and skills, as well as forming the attitude of each employee as desired by the organization.

Furthermore, for the results of indirect calculations through health services as an intervening variable, the standardized coefficient value is 0.034. This means that indirectly education and training have a positive effect on performance through health services. This indicates that the higher the knowledge possessed by employees or the knowledge gained from training will improve employee health services and then will also result in an increase in performance at the Sadan Malimbong Health Center Toraja Utara.

Analysis of the influence of work motivation on the performance of Sadan Malimbong Public Health Center employees

The results of testing this hypothesis indicate that work motivation has a positive and significant effect on employee performance at the Sadan Malimbong Health Center. This is evidenced by the standardized coefficient of work motivation on performance of 0.459 and a sign value of $0.002 < 0.05$. This illustrates that if there is high work motivation at the Sadan Malimbong Toraja Utara Health Center, it will lead to an increase in employee performance at the North Toraja Sadan Malimbong Health Center.

Hariyono and Andreani (2020) analyzed the effect of work motivation on employee performance using 32 employees as samples. Work motivation uses the measurement of Noermijati (2013); in Hariyono and Andreani (2020) include; work environment, leadership style, work comfort and learning opportunities while for employee performance using a combination of measurements Dumatubu (2018); Erdiansyah (2016); in Hariyono and Andreani (2020) namely efficiency, work quality, work discipline, work standards, and competence. The results of partial least square processing provide evidence that work motivation has a significant positive effect on employee performance.

Analysis of the influence of leadership style on the performance of employees of the Sadan Malimbong Health Center.

The leadership style in the organization plays a very important role in influencing employee performance. How leaders establish relationships with workers, how they reward employees who excel, how they develop and empower their work greatly affects the performance of human resources who are their subordinates (Wibowo, 2013).

The results of testing this hypothesis indicate that leadership style has a positive and significant effect on employee performance at the Sadan Malimbong Health Center. This is evidenced by the standardized coefficient of leadership style on performance of 0.228 and a probability value of $0.034 < 0.05$. This illustrates that if the leadership style in the work environment can be implemented properly, it will affect the performance of employees at the Sadan Malimbong Health Center Toraja Utara.

Research from Baihaqi (2010) regarding "The influence of leadership style on job satisfaction and performance with organizational commitment as an intervening variable" proves that empirically leadership style has a positive and significant influence on employee performance. This positive influence indicates that there is a unidirectional influence between leadership style and employee performance, or in other words, with a good leadership style, employee performance is high.

Analysis of the Effect of Health Services on Employee Performance at the North Toraja Sadan Malimbong Public Health Center

Public services, which include health services, are general and unique motifs that are usually found in public institutions. Public services can encourage someone to provide the best service to the community. Public service is very important to consider in relation to performance because this variable can determine a person's success in carrying out tasks.

The results of testing this hypothesis indicate that health services have a positive and significant influence on employee performance at the Sadan Malimbong Health Center. This is evidenced by the coefficient of the standardized work environment on performance of 0.125 and a probability value of $0.030 < 0.05$. This illustrates that if there is an increase in health services at the Sadan Malimbong Health Center, it will lead to an increase in performance at the Sadan Malimbong Health Center.

Apart from that, public services are also very important to understand and research because public services are directly related to performance. Theoretically and empirically explain that service has an influence on employee performance and organizational performance

Analysis of the Effect of Education and Training on Health Services at the Sadan Malimbong Health Center, North Toraja

The results of testing this hypothesis indicate that training and education have a positive and significant impact on health services at the Sadan Malimbong Health Center. This is evidenced by the coefficient of standardized training and education on health services of 0, 272 and a probability value of $0.030 < 0.05$. This illustrates that if there is training and education, it will lead to an increase in health services at the Sadan Malimbong Health Center.

While the purpose of training is to achieve changes in knowledge, skills, experience, and attitudes for new employees and old employees in producing work performance that is in accordance with the needs and goals of a company. Competence of employees will be able to produce good service quality to consumers. Hasibuan (2003) explained that good service is a service that is carried out in a friendly, fair, fast, precise, not disappointing, and with good ethics so that it can meet the needs and satisfaction of consumers. The quality of service is basically between the service obtained and the expectations of consumers, it is said that the quality of service can be known by the satisfaction of consumers who receive the service.

Analysis of the Effect of Work Motivation on Health Services at the Sadan Malimbong Health Center, North Toraja

Motivation is a condition in which a person can run himself so that he is directed and focused on achieving organizational or company goals (Mangkunegara, 2010). Meanwhile, another opinion was put forward by Sutrisno (2016), motivation is an encouragement to generate enthusiasm and work hard in carrying out work activities. The reason for studying motivation is to encourage the spirit of a person to be able to do a job and channel talent in order to achieve the goals and objectives of the company.

The results of testing this hypothesis indicate that work motivation has a positive and significant influence on health services at the Sadan Malimbong Health Center. This is evidenced by the standardized coefficient of work motivation on health services of 0.325 and a probability value of $0.015 < 0.05$. This illustrates that if there is work motivation, it will lead to an increase in health services at the Sadan Malimbong Health Center.

The results of this study are in line with Edy Soeryanto's research (2019) by examining "The Influence of Motivation On Quality Service Delivery in Decentralized Indonesia". The research sample was obtained from 102 recipients of local government services including heads of departments whose sector was the unit of investigation and analysis. His results reveal that motivation positively and significantly affects service quality in districts in West Java province, in particular, the city of Bandung. Changes in work motivation can affect service quality. Furthermore, it can be said that in formulating a strategy to improve service quality, work motivation is something that must be considered, because work motivation has a direct influence on service quality.

Analysis of the Effect of Leadership Style on Health Services at the Sadan Malimbong Health Center, North Toraja

The results of testing this hypothesis indicate that leadership style has a positive and significant influence on health services at the Sadan Malimbong Health Center. This is evidenced by the standardized coefficient of leadership style on health services of 0, 300 and a probability value of $0.033 < 0.05$. This illustrates that if there is a leadership style, it will lead to an increase in health services at the Sadan Malimbong Health Center.

To be able to provide good services, puskesmas must be supported by adequate resources. In addition to adequate human resource capabilities, it must also be supported by supporting facilities and infrastructure. In relation to the ability of human resources, the leadership style of superiors will also support the improvement of

health services.

Analysis of the effect of education and training on employee performance through health services at the Sadan Malimbong Health Center.

Furthermore, for the results of indirect calculations through health services as an intervening variable, the standardized coefficient value is 0.034. This means that indirectly education and training have a positive effect on performance through health services. This indicates that the higher the knowledge possessed by employees or the knowledge gained from training will improve employee health services and then will also result in an increase in performance at the Sadan Malimbong Health Center Toraja Utara.

The higher the quality of Human Resources at the Puskesmas, the better the health services concerned. To form professional employees, education and training are needed so that they can carry out their duties and functions so that services to the community can be of high quality and will certainly affect the performance of employees. The importance of education and training programs for puskesmas employees is that it is realized that education through school channels, both general education and vocational education, basically has not provided a ready-to-use workforce in the sense that they are ready to work and fill job vacancies provided by users.

Analysis of the effect of work motivation on employee performance through health services at the Sadan Malimbong Health Center.

Motivation can be seen as a change in energy in a person which is characterized by the emergence of feelings, and is preceded by a response to the existence of a goal. Motivation is the basic drive that moves someone or the desire to devote all energy because of a goal. The positive mental attitude of employees towards the work situation strengthens their work motivation to achieve maximum performance. Three elements are the key to motivation, namely effort, organizational goals, and needs. So motivation in this case is actually a response to an action. Motivation arises from within humans because of the encouragement by the existence of an element of a goal. This goal is related to needs, it can be said that there will be no motivation if there is no perceived need.

Furthermore, the results of indirect calculations through health services as an intervening variable show a standardized coefficient value of 0.04 or 4%. This means that indirectly motivation has a positive effect on performance through health services. This indicates that the better the motivation received by employees at work can improve employee health services and then it will also result in an increase in performance at the Sadan Malimbong Health Center Toraja Utara.

Analysis of the influence of leadership style on employee performance through health services at the Sadan Malimbong Health Center.

The results of testing this hypothesis indicate that health services have a positive and significant influence on employee performance at the Sadan Malimbong Health Center. This is evidenced by the coefficient of the standardized work environment on performance of 0.125 and a probability value of $0.030 < 0.05$. This illustrates that if there is an increase in health services at the Sadan Malimbong Health Center, it will lead to an increase in performance at the Sadan Malimbong Health Center. Services in the health sector are one of the concrete forms of public services carried out by the government. Health is an investment for the state, in the sense that only healthy humans both physically and spiritually can carry out development in the future (Maranjaya, 2021), and this can prove that good health services, of course, employee performance is also good.

Apart from that, public services are also very important to understand and research because public services are directly related to performance. Theoretically and empirically explain that service has an influence on employee performance and organizational performance.

Conclusion:

Based on the results of the research and discussion above, it can be concluded:

1. Training and education have a significant effect both directly and through directly on the performance of employees at the Puskesmas at the Sadan Malimbong Health Center. Thus, the better the training and education, the better the performance at the Sadan Malimbong Health Center.

2. Work motivation has a direct and indirect effect on employee performance at the Puskesmas at Sadan Malimbong Health Center. Thus, the better the work motivation given, the better the performance at the Sadan Malimbong Health Center.
3. Leadership style has a direct and indirect effect on employee performance at the Puskesmas at Sadan Malimbong Health Center. Thus, the better the leadership style applied by the leader, the better the performance at the Sadan Malimbong Health Center.
4. Health services directly affect the performance of employees at the Puskesmas at the Sadan Malimbong Health Center. Thus, the better health services implemented by employees, the better the performance at the Sadan Malimbong Health Center.
5. Training and education have a direct effect on health services at the Puskesmas at the Sadan Malimbong Health Center.
6. Work motivation has a direct effect on health services at the Puskesmas at the Sadan Malimbong Health Center.
7. Leadership style has a direct effect on health services at the Puskesmas at the Sadan Malimbong Health Center.
8. The results of the analysis of this study also show that training and education with health services as an intervening variable have an effect on employee performance at the Sadan Malimbong Health Center.
9. The results of the analysis of this study also show that work motivation with health services as an intervening variable has an effect on employee performance at the Sadan Malimbong Health Center.
10. The results of the analysis of this study also show that leadership style with health services as an intervening variable has an effect on employee performance at the Sadan Malimbong Health Center.

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