

The rule of competence, compensation, and workshop on employee performance mediated by prime service of public health service

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ABSTRACT

The purpose of this study was to partially analyze the effect of competence, compensation, and workshop on employee performance and the effect of competence, compensation and workshop on employee performance mediated by a prime service at the Public Health Service or Pusat Kesehatan Masyarakat (Puskesmas) in Indragiri Hulu Regency. The sample of this study was 127 employees of the Puskesmas in Indragiri Hulu Regency. The sample was taken by means of probability sampling in the form of simple random sampling using a lottery technique. Closed questionnaires were used in this study then the data taken from the questionnaires were processed using SmartPLS 3.0. The results of this study were: (1) competence has a significant effect on employee performance variable, (2) compensation has a significant effect on employee performance variable, (3) workshop has a significant effect on employee performance variable, (4) competence has a significant effect on employee performance variables mediated by a prime service, (5) compensation has a significant effect on employee performance variables mediated by a prime service, and (6) workshop has a significant effect on employee performance variables mediated by a prime service.

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1. Introduction

Competence simultaneously affects employee performance according to the research done by previous research focusing on employee parameters (Ramo et al., 2009; Chan, 2006; Sengupta et al., 2013; Zainol & Mamun., 2018; Emmerling et al., 2012; Yang et al., 2012). On the other hand, there are different results which conclude that competence has no effect or influence on employee performance whatsoever (Ahrul Tsani., 2013; Ratnasari., 2016). These studies concluded that competence has no effect on performance. Research related to employee compensation (Chong & Law., 2016; Jean et al., 2017; Do, 2018; Feng et al., 2015; Leung and Chan., 2001) concluded that compensation has an effect on performance. However, there are different research as a counter-results from the empirical research (Antonia et al., 2019; Rizal et al., 2014; Hamed et al., 2014) which states that compensation has no effect or influence vice versa on work performance. Education and workshop have an effect on employee performance preserved by former research (Ningrum et al., 2013; Elnaga & Imran, 2013; Athar & Shah, 2015; Fitrio et al., 2020). On the other hand, there are different results which conclude that education and workshop does not have a significant effect on employee performance. The research was done by Pakpahan et al. (2014). Thus, the researchers conclude that there is no consistency in the results of research from previous researchers. This is a research gap regarding competency, compensation and workshop variables on employee performance so that further research is necessary. The choice of variables

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in this study is based on previous research studies which still show a research gap. To provide a wider result as a solution to this gap research, the researcher uses a mediation approach. This is based on empirical and theoretical studies and is supported by phenomena in the field. Researchers suspect that there are other variables that are different and can fill this research gap, namely the prime service variable. Through excellent service as mediation it can increase the effect of competence, compensation and workshop on employee performance at the Public Health Service or *Pusat Kesehatan Masyarakat* (Puskesmas). Researchers have not found any previous research that discusses excellent service as a mediating variable or uses prime service variable as mediation in the related field.

2. Literature Review and Hypotheses Development

The Effect of Competence on Employee Performance

Decree of the Head of the State Civil Service Agency No 46A of 2003 states that competence is the ability and characteristics possessed by a civil servant in the form of knowledge, skills, and behavioral attitudes and these domain are needed in carrying out their duties, so that the civil servants can carry out their duties professionally, effectively, and efficiently. Competency indicators according to Spencer and Spencer (1993) are: (1) Beliefs and values, (2) Skills, (3) Experience, (4) Personality characteristics, and (5) Intellectual abilities. These competency indicators will be used as parameters of variable.

H₁: *Competence has a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency.*

The Effect of Compensation on Employee Performance

Nurjaman (2014: 179) states that compensation is something that employees receive in return for their performance in carrying out their duties based on the work load and wage. Compensation is the overall arrangement for the provision of remuneration for employees and managers, both in the form of financial to goods and services received by each employee (Sihotang, 2007: 220). Rivai (2010: 741) provides an understanding of compensation, which is something that employees receive as a substitute for their service contribution to the company. Compensation is all income in the form of money; direct or indirect goods received by employees in return for services provided to the company (Hasibuan, 2014: 118). Compensation refers to all forms of financial returns and tangible services and benefits received by employees as part of a working relationship (Bhattacharya and Sengupta, 2009: 02). Bangun (2012) states that compensation can be measured by indicators: (1) Salary, (2) Incentives, (3) Bonuses, (4) Wages, (5) Premiums, (6) Medications, and (7) Insurance.

H₂: *Compensation has a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency.*

The Effect of Workshop on Employee Performance

The definition of education training and workshop, according to Ambar (2009: 219), is an effort to maintain process to increase the ability, capacity, and professionalism of employees. This is important because of the methods used by the organization to maintain, arrange, and manage public employees in the organization and at the same time improve the skills of employees so that they can improve their performance. Rae (2005) suggests that the indicators of education training / workshop are: (1) Workshop content, (2) Workshop methods, (3) Attitudes and skills of instructors, (4) Duration of workshop, and (5) Workshop facilities.

H₃: *Workshop has a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency.*

The Effect of Competence on Employee Performance Mediated by Prime Service

According to Payaman (2009: 14), an individual performance model is influenced by human and non-human factors including individual competence (in the form of abilities and skills), work discipline, motivation, attitudes and work ethic, management support (in the form of industrial relations and leadership), and organizational support (in the form of work culture, organizational structure, technology and equipment, and working conditions). Mangkuprawira and Hubeis (2007: 153) state that performance is the result of a certain planned work process at the time and place of the employee and the organization concerned. Murpy and Cleveland (in Pasolong 2007: 17) state that performance is the quality of task-oriented behavior and work. This means that employee performance in an organization is determined by the attitude and behavior of employees towards their work and the orientation in carrying out the work.

H₄: *Competence has a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency.*

The Effect of Compensation on Employee Performance Mediated by Prime Service

Compensation refers to all forms of financial returns and tangible services and benefits received by employees as part of a working relationship (Bhattacharya and Sengupta, 2009: 02). Compensation as a style of social control has been found in many

if not all cultures of working environment. Usually this style of compensation is initiated by someone to fulfill an obligation due to the contract. Compensation will be considered in the context of several broader modes of social control (Black, 2014: 191). If the compensation provided, both in civil servants and non-civil servants work load, it is in accordance with the provisions. So, it is assumed that the employers are able to provide prime service so that the employees' performance will increase in line with their satisfaction in working.

H₅: Compensation has a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency.

The Effect of Workshop on Employee Performance Mediated by Prime Service

Mangkuprawira and Hubeis (2007: 160) state that employee performance is influenced by employee intrinsic and extrinsic factors. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotion, and spirituality. Meanwhile, extrinsic factors that affect employee performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, workshop, workload, work procedures, punishment system, and so on. According to Sedarmayanti (in Gatot Subrata, 2009: 38), there are several factors that influence performance achievement or work performance, namely the ability and the motivation factor. The ability factor is obtained from knowledge and skills while motivation is formed from the attitude in dealing with work situations.

H₆: Workshop has a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency.

3. Previous Research

Previous research on the effect of Competence, Compensation, and Workshop on the Employee Performance in this study can be seen in Table 1 of this article.

Table 1

Previous Research on the Effect of Competence, Compensation, and Workshop on Employee Performance

No	Researcher	Year	Variable	Result	No	Researcher	Year	Variable	Result
1	Ramo et al.	2009	Comp - Perf	Significant	33	Komara, et al.	2014	Compenst - Perf	Significant
2	Chan	2006	Comp - Perf	Significant	34	Wardhana	2018	Compenst - Perf	Significant
3	Sengupta et al.	2013	Comp - Perf	Significant	35	Rizal, et al.	2014	Compenst - Perf	Insignificant
4	Zainol & Mamun	2018	Comp - Perf	Significant	36	Hameed, et al.	2014	Compenst - Perf	Insignificant
5	Emmerling et al.	2012	Comp - Perf	Significant	37	Anthonia, et al.	2019	Compenst - Perf	Insignificant
6	Yang, et al.	2012	Comp - Perf	Significant	38	Athar & Shah	2015	Work - Perf	Significant
7	Shah & Prakash	2018	Comp - Perf	Significant	39	Elnaga & Imran	2013	Work - Perf	Significant
8	Tognazzo, et al.	2017	Comp - Perf	Significant	40	Anitha & Kumar	2016	Work - Perf	Significant
9	Otoo	2019	Comp - Perf	Significant	41	Farooq & Khan	2011	Work - Perf	Significant
10	Ren, et al.	2015	Comp - Perf	Significant	42	Younas, et al.	2018	Work - Perf	Significant
11	Ataunur & Ariyanto	2015	Comp - Perf	Significant	43	Kum, et al.	2014	Work - Perf	Significant
12	Muqit	2014	Comp - Perf	Significant	44	Khan, et al.	2014	Work - Perf	Significant
13	Yuliana	2017	Comp - Perf	Significant	45	Shaheen, et al.	2013	Work - Perf	Significant
14	Rahman	2015	Comp - Perf	Significant	46	Imran & Tanveer	2015	Work - Perf	Significant
15	Indriani	2018	Comp - Perf	Significant	47	Barzegar & Farjad	2011	Work - Perf	Significant
16	Tsani	2013	Comp - Perf	Insignificant	48	Dermol & Cater	2013	Work - Perf	Significant
17	Ratnasari	2016	Comp - Perf	Insignificant	49	Hansson	2007	Work - Perf	Significant
18	Adam & Kamase	2019	Comp - Perf	Insignificant	50	Ibrahim	2017	Work - Perf	Significant
19	Marin & Sanchez	2002	Compenst - Perf	Significant	51	Hasanah	2010	Work - Perf	Significant
20	Appelbaum & Mackenzie	1996	Compenst - Perf	Significant	52	Ningrum, et al.	2013	Work - Perf	Significant
21	Bento & White	2006	Compenst - Perf	Significant	53	Andri	2011	Work - Perf	Significant
22	Chong & Law	2016	Compenst - Perf	Significant	54	Aulia & Sasmita	2014	Work - Perf	Significant
23	Do	2018	Compenst - Perf	Significant	55	Yuliana	2017	Work - Perf	Significant
24	Feng, et al.	2015	Compenst - Perf	Significant	56	Pakpahan, et al.	2014	Work - Perf	Insignificant
25	Leung & Chan	2001	Compenst - Perf	Significant	57	Singh	2016	Ply - Perf	Significant
26	Vlachos	2009	Compenst - Perf	Significant	58	Lima, et al.	2010	Ply - Perf	Significant
27	Yang	2016	Compenst - Perf	Significant	59	Liang, et al.	2010	Ply - Perf	Significant
28	Baledi & Saed	2017	Compenst - Perf	Significant	60	Fahrurrozi	2013	Ply - Perf	Significant
29	Jean, et al.	2017	Compenst - Perf	Significant	61	Hakim	2014	Ply - Perf	Significant
30	Sukidi & Wajdi	2016	Compenst - Perf	Significant	62	Santhi & Hartati	2017	Ply - Perf	Significant
31	Mulyadi	2012	Compenst - Perf	Significant	63	Nuraini	2016	Ply - Perf	Insignificant
32	Ramadhan, et al.	2015	Compenst - Perf	Significant					

Source: Data was retrieved and summarized by the researchers from literature studies

3.1 Formulating the Research Problems

Based on the introduction and the research gap analyzed in the previous section, the formulation of the research problems in this study was done as follows.

- Does Competency have a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency?
- Does Compensation have a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency?

- c. Does Workshop have a significant effect on Employee Performance at the Puskesmas in Indragiri Hulu Regency?
- d. Does Competence have a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency?
- e. Does Compensation have a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency?
- f. Does Workshop have a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency?

3.2 Conceptual Framework

The conceptual framework is needed to bridging the research variables done in the process. The conceptual framework of this research can be seen in Fig. 1.

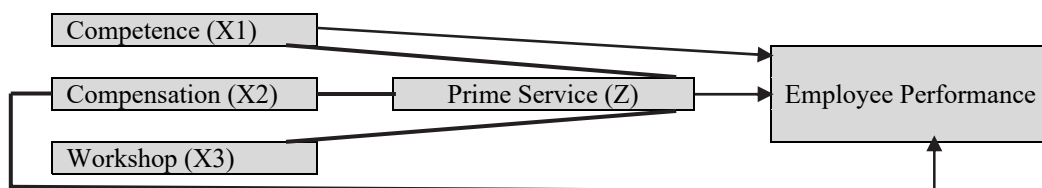


Fig. 1. Conceptual Framework

3. Research Methodology

This research uses a positivistic approach using descriptive quantitative methods. Creswell (2008: 5) says that quantitative research is a method for testing certain theories by examining the relationship between variables. The population of this study was 127 people; all employees of the Puskesmas in Indragiri Hulu Regency. The sample was taken using a lottery technique. The questionnaires were tested for validity and reliability using the IBM SPSS 24 application. The hypotheses were tested using the SMARTPLS 3.0 application. **Employee performance** is measured by indicators of Government Decree Number 33 of 2019 namely: (1) Service Orientation, (2) Integrity, (3) Commitment, (4) Discipline, (5) Cooperation, and (6) Leadership. **Competence** is measured by indicators developed from Spencer and Spencer (1993) namely: (1) Beliefs and values, (3) Skills, (3) Experience, (4) Personal characteristics, and (5) Intellectual ability. **Compensation** is measured by indicators developed by Bangun (2012) namely: (1) Salary, (2) Incentives, and (3) Insurance. **Workshop** is measured by indicators developed from Rae (2005) namely: (1) Workshop content, (2) Methods, (3) Attitudes and skills of instructors, (4) Length of time, and (5) Facilities. **Prime service** according to the health department is measured by indicators namely: (1) User satisfaction, (2) Service process, (3) Human resources and customer satisfaction, (4) Process and human resources, (5) Human resources and service processes, and (6) Customer satisfaction and human resources.

4. Empirical Results and Discussions

4.1 Instrument Testing

If the correlation coefficient (r_{count}) ≥ 0.3 , it can be concluded that the statement item is valid. Meanwhile, if the correlation coefficient (r_{count}) ≤ 0.3 , it can be concluded that the statement item is invalid (Sugiyono, 2016: 183). From the test results, all statement items have a correlation coefficient ≥ 0.3 , it can be concluded that all statement items are valid. The variable is declared reliable if the alpha Cronbach coefficient value > 0.60 , it means that the reliability level of 0.60 is an indication of the reliability of a construct (Sugiyono 2016: 184). From the test results, all Cronbach alpha values > 0.6 , it means that each item of the questionnaire statement from each variable is able to form the construct of this variable. Thus, the list of statements throughout the questionnaire is reliable for measuring each variable.

4.2 Analysis of Measurement Model (Outer Model)

Validity Test

The analysis of measurement model or outer model was done in determining the validity test due to the correlation between variables. It can be seen in Fig. 2.

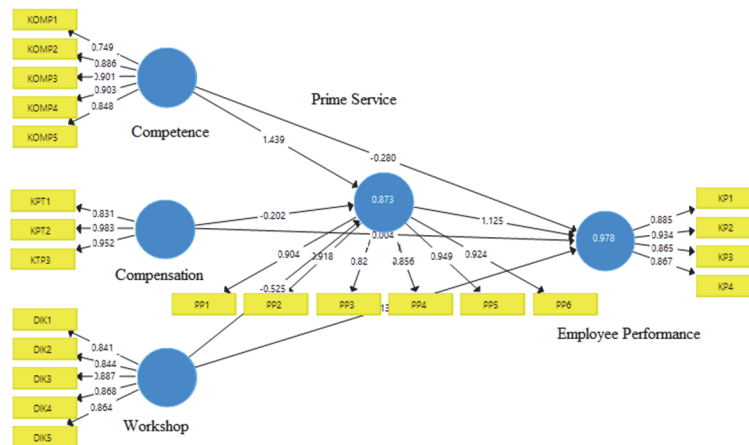


Fig. 2. Validity Testing

A loading value of 0.7 or more is considered very satisfying (Henseler et al., 2009; Gotz et al., 2010) while indicators that have a loading factor value equal to 0.5 are considered acceptable and indicators with a loading factor value of less than 0.5 must be removed (Chin, 1998; Hair et al., 2010). From Fig. 2 it can be seen that all factor loading values are greater than 0.7. It means that all indicators in the research variable are valid.

Reliability Test

The analysis of reliability was done in determining the reliability of the questionnaires due to the correlation between variables. It can be seen in Table 2.

Table 2
Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Competence (X1)	0.952	0.963
Compensation (X2)	0.978	0.985
Workshop (X3)	0.940	0.954
Prime Service (Z)	0.958	0.967

Source: Data was analyzed by the researchers using SmartPLS application results.

The reliability test in PLS can use two methods namely Cronbach's Alpha and composite reliability. Cronbach's Alpha measures the lower limit of the reliability value, while composite reliability measures the real value of the reliability of a construct (Chin & Gopal, 1995). Composite reliability is considered to be better in estimating the internal consistency of a construct (Werst et al., 1974). The rule of thumb for Cronbach's Alpha value and composite reliability must be greater than 0.70 although the value of 0.60 is still acceptable (Hair et al., 2006). From Table 2 we can see that Cronbach's Alpha and composite reliability is greater than 0.70, which means that the construct of the research model consists of competence, compensation, workshop, and prime service reliably.

4.3 Analysis of Structural Model (Inner Model)

Analysis of Determinacy Coefficient (R-Square)

The analysis of structural model or inner model was done in determining the analysis of determinacy coefficient or R-Square of the variables. It can be seen in Table 3.

Table 3
R-Square Scores

Variable	R Square
Competence (X1)	-
Compensation (X2)	0.815
Workshop (X3)	0.746
Prime Service (Z)	0.871
Employee Performance (Y)	0.874

Source: Data was analyzed by the researchers using SmartPLS application results.

R² results of 0.67, 0.33, and 0.19 for endogenous variables in the structural model indicate that the model is “good”, “moderate”, and “weak” (Ghozali, 2014). The goodness of fit in the PLS model can be seen from the R² value; the higher the R², the more fit the model can be. The results of the calculation of R² of the employee performance variable show a value of 0.874 and it was more than 0.67. It means that the model is fit so that the magnitude of the diversity of the research data can be explained by the structural model and has a good relevant value because the value is almost close to one. The results can lead to the hypotheses testing.

4.4 Hypotheses Testing Results

The analysis of inner and outer model was done so that the hypotheses testing can be performed. Table 4 shows the results of hypotheses testing in this study.

Table 4
Hypotheses Testing

Correlation Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values	Result
Competence → Employee Performance	0.291	3.813	0.000	Has an Effect
Compensation → Employee Performance	0.253	2.531	0.012	Has an Effect
Workshop → Employee Performance	0.218	3.144	0.002	Has an Effect
Competence → Prime Service → Employee Performance	0.090	2.545	0.011	Has an Effect
Compensation → Employee Performance → Prime Service → Employee Performance	0.103	2.437	0.015	Has an Effect
Workshop → Prime Service → Employee Performance	0.078	2.541	0.011	Has an Effect

Source: Data was analyzed by the researchers using SmartPLS application results.

Abdillah and Jogiyanto (2015: 197) state that the coefficient path or inner model score indicated by the T statistic value must be above 1.96 for hypothesis testing at 5 percent alpha.

H₁: Competence has a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency.

The effect of the competency variable on employee performance variable is 0.291 with a t-statistics value of 3.813, where the t-statistics value is greater than 1.96 so it can be concluded that the competency variable has a significant effect on employee performance variables (H₁ is accepted).

H₂: Compensation has a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency.

The effect of compensation variable on the employee performance variable is 0.253 with a t-statistics value of 2.531, where the t-statistics value is greater than 1.96 so that it can be concluded that the compensation variable has a significant effect on the employee performance variable (H₂ is accepted).

H₃: Workshop has a significant effect on Employee Performance at Puskesmas in Indragiri Hulu Regency.

The effect of workshop variable on the employee performance variable is 0.218 with a t-statistics value of 3.144, where the t-statistics value is greater than 1.96, so it can be concluded that the workshop variable has a significant effect on employee performance variable (H₃ is accepted).

H₄: Competence has a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency.

The effect of competency variable on employee performance through the prime service variable is 0.090 with a t-statistical value of 2.545, where the t-statistics value is greater than 1.96 so that it can be concluded that the competency variable has a significant effect on employee performance variable mediated by prime service at the Puskesmas in Indragiri Hulu Regency (H₄ is accepted).

H₅: Compensation has a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency.

The effect of compensation variable on employee performance through the prime service variable as mediation is 0.103 with a t-statistics value of 2.437, where the t-statistics value is greater than 1.96 so that it can be concluded that the compensation variable has a significant effect on employee performance variable mediated by prime service at Puskesmas in Indragiri Hulu Regency (H₅ is accepted).

H_6 : *Workshop has a significant effect on Employee Performance mediated by Prime Service at Puskesmas in Indragiri Hulu Regency.*

The effect of workshop variable on employee performance through the prime service variable as mediation is 0.078 with a t-statistical value of 2.541, where the t-statistics value is greater than 1.96 so that it can be concluded that the workshop variable has a significant effect on employee performance variable mediated by prime service at Puskesmas in Indragiri Hulu Regency (H_6 is accepted).

5. Discussion

The results of the hypothesis testing conducted show that competence has a significant effect on employee performance. It means that competence has a significant effect in improving the performance of the Puskesmas employees in Indragiri Hulu Regency. On the other hand, the higher the level of competence, the higher the employee's performance during the work time in the company. This is in line with the research related to competence (Ramo et al., 2009; Chan, 2006; Sengupta et al., 2013; Zainol & Mamun., 2018; Emmerling et al., 2012; Yang et al., 2012) which concluded that competence has an effect on performance. The results of the hypothesis test conducted show that compensation has a significant effect on employee performance. It means that compensation provides a significant influence in improving the performance of Puskesmas employees in Indragiri Hulu Regency. In other words, the higher the compensation obtained, the higher the employee's performance. It is in line with the previous research related to the worker's compensation (Chong and Law, 2016; Jean et al., 2017; Do, 2018; Feng et al., 2015; Leung and Chan., 2001) who concluded that compensation has an effect on performance of the company workers / employees. The results of the hypothesis testing conducted show that the workshop has a significant effect on employee performance. It means that the workshop has a significant effect in improving the performance of Puskesmas employees in Indragiri Hulu Regency. On the other hand, the more workshop is carried out, the higher the employee's performance. This is in line with research related to the workshop (Ningrum et al., 2013; Elnaga & Imran, 2013; and Athar and Shah, 2015) who concluded that workshop has an effect on performance. The results of the hypothesis testing conducted show that prime service mediates the influence of competence on the performance of the Puskesmas employees in Indragiri Hulu Regency. This means that prime service has a significant effect in improving employee performance in Indragiri Hulu Regency. Researchers have not found any previous research that discusses the influence of competence on employee performance with prime service as mediation through the analysis of the competence variable on employee performance. The results of the hypothesis testing conducted show that prime service mediates the effect of compensation on the performance of the Puskesmas employees in Indragiri Hulu Regency. This means that prime service has a significant effect in improving employee performance in Indragiri Hulu Regency. Researchers have not found any previous research that discusses the effect of compensation on employee performance with prime service as mediation. The results of the hypothesis testing conducted show that prime service mediates the effect of education and workshop on the performance of Puskesmas employees in Indragiri Hulu Regency. This means that prime service has a significant effect in improving employee performance in Indragiri Hulu Regency. Researchers have not found any previous research that discusses the effect of workshop on employee performance with prime service as mediation.

6. Conclusions and Implications

Based on the results of the research and discussion in the previous chapter, the several conclusions can be drawn to answer the research questions as follows.

- a. The competency variable has a significant effect on the employee performance at the Puskesmas in Indragiri Hulu Regency. It means that the hypothesis stating competence has a significant effect on employee performance at the Puskesmas in Indragiri Hulu Regency is accepted.
- b. The compensation variable has a significant effect on the employee performance at the Puskesmas in Indragiri Hulu Regency. It means that the hypothesis stating that compensation has a significant effect on employee performance at the Puskesmas in Indragiri Hulu Regency is accepted.
- c. The workshop variable has a significant effect on the employee performance at the Puskesmas in Indragiri Hulu Regency. It means that the hypothesis which stating that workshop has a significant effect on employee performance at the Puskesmas in Indragiri Hulu Regency is accepted.
- d. The prime service variable partially mediates the effect of competence on the employee performance at the Puskesmas in Indragiri Hulu Regency. It means that the hypothesis stating that competence has a significant effect on Employee Performance mediated by Prime Service at the Puskesmas in Indragiri Hulu is accepted.
- e. The prime service variable partially mediates the effect of compensation on the employee performance at the Puskesmas in Indragiri Hulu Regency. It means that the hypothesis stating that compensation has a significant effect on Employee Performance mediated by Prime Service at the Puskesmas in Indragiri Hulu is accepted.

- f. The prime service variable partially mediates the effect of workshop on the employee performance at the Puskesmas in Indragiri Hulu Regency. It means that the hypothesis stating that workshop has a significant effect on Employee Performance mediated by Prime Service at the Puskesmas in Indragiri Hulu is accepted.

The implication of the results of this study is to identify that prime service variables can improve employee performance and create a shared perception of the work behavior of public health service employees so that they can provide different support in interactions to provide optimal service according to sustainable Social Exchange Theory.

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