Article

The Effect of Human Resources Competence, Incentives and Leadership on the Performance of Administrative Staff

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Abstract: The echelon officials who served in the hospital of Dr. H. Kumpulan Pane Tebing Tinggi City is the State Civil Apparatus (ASN), as well as most of its administrative staffs. Echelon officials and administrative staffs often come from agencies outside the hospital. They have a lot to experience about hospital management which is much different from management in other agencies. This affects the performance of employees in the organization of the hospital. Therefore, the empowerment of administrative employees needs to be optimized. Thus, the current study seeks to examine the dominant factors influencing the performance of administrative staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City, namely HR competencies, incentives, and leadership. A total of 77 respondents have participated in this study through survey questionnaire and collected by using census method. This study uses three independent variables, namely HR competence, Incentives and Leadership and staff performance. The results showed that the HR competency, incentive and leadership partially influence on the performance of administrative staffs. HR competency, incentives and leadership simultaneously influence the performance of administrative staffs.

Keywords: human resource competencies; incentives; leadership; staff performance.

1. Introduction

Hospital service management consists of the application of general management concepts in the hospital service system and the coordination between various resources in the hospital through a series of processes to achieve the hospital's goals. The scope of hospital service management is unique and different from other agencies because hospital services consist of health services (clinics) which include medical services, medical support services and non-medical support services and managerial services (administration) including patient needs management, resource management. human resources in hospitals and hospital development planning. UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City has the status as a government hospital so that the management at the hospital often comes from agencies outside the hospital who have received promotions to the hospital. Those who are promoted to hospitals have a lot to learn about hospital management, which is much different from management in other agencies. It has caused obstacles in the organization of the hospital.

To improve the quality of public services, and the performance of benefits for the community in a sustainable, efficient and effective manner, here it is more focused on empowering administrative staffs who need to be developed, encouraged and fostered by initiative and creativity to be able to demonstrate discipline, performance and optimal work productivity in organizing his duties. The author would like to identify several dominant factors that are strongly suspected to contribute positively or negatively to the performance of administrative staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City, namely HR competencies, incentives, and leadership. Therefore, the target of the study in this research is the factors that influence the performance of staffs by involving all resources such as funds, facilities and infrastructure, so that implementation can maximize the implementation of the duties and functions of public services. Analysis of the relationship between HR competencies, incentives.

From the preliminary study of HR competencies, it is felt that the provision of incentives and leadership can help in improving staff performance to be more optimal. Based on the results of interviews conducted with several staffs, it was found that there were several reasons why the influence of HR competence, incentives and leadership on staff performance needed to be investigated, because of HR competencies are still not enough to support the work. Also, the provision of incentives still needs to be increased to motivate employees due to the high workload in hospitals. There are still perceived obstacles in leadership, many tasks are not completed due to lack of firm leadership. The role of a leader is important to achieve the desired organizational goals, especially about improving staff performance. Staff performance is the result of work that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in order to realize organizational goals. Leadership factors have a very important role in improving staff performance because effective leadership provides direction to the efforts of all workers in achieving organizational goals. Effective leadership is needed by leaders to be able to improve the performance of all staffs in achieving organizational goals as a public service agency. Thus, leadership can be a good guide in improving staff performance in the division of work. From previous issue, this study seeks to examine the effect of Human Resource Competence, Incentives and Leadership on the Performance of Administrative Staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City.

2. Literature Review

2.1. HR Competence

Competence is a human characteristic related to the effectiveness of performance, this characteristic is the style of acting, behaving, and thinking Van Looy et al., (2003). Poerwadarminta, (1952) added the competence is the power (authority) to determine/decide on a matter. According to Suparno, (2001), competence is an adequate skill to perform a task or to have the required skills & abilities. Hasibuan & Hasibuan, (2016) defines "Human resources are the main supporting pillars as well as driving the wheels of the organization in an effort to realize the vision and mission and goals of the organization". Human resources are one of the most important organizational elements, therefore it must be ensured that the management of human resources is carried out as well as possible in order to be able to contribute optimally in efforts to achieve organizational goals.

2.2. Incentives

The incentives provided must be fair and appropriate in order to retain employees. Providing incentives aims to improve employee performance and retain employees who have high productivity to remain in the company. It can be said that incentives are a form of motivation for employees to create greater enthusiasm for achievement for the company. According to Gustina, (2015) are: "Incentive is an important actuating tool. Human being tends to strive more intensely when the reward for accomplishing satisfies their personal demand". Meaning: Incentives are an important driving tool. Humans tend to try harder if the remuneration received gives satisfaction to what is requested. J. S. Hasibuan & Silvya, (2019), incentives that are given intentionally to workers so that there is a greater enthusiasm for achievement for the company. Panggabean, (2002), incentives are compensation that links salary with productivity. Incentives are rewards in the form of money given to those who can work beyond a predetermined standard. From the description above, it can be concluded that incentives are a form of direct payment associated with performance. Another form of direct wages outside of salary which is a fixed compensation, called a compensation system based on performance (pay for performance plan). According to Susilo & Rahayu, (2022) there are two types of incentives that are generally given, namely:
1. Financial Incentive;
   Financial incentives are incentives given to employees for their work and are usually given in the form of money in the form of bonuses, commissions, profit sharing, and deferred compensation, as well as in the form of social security in the form of official housing, overtime allowances, health benefits and allowances. other.
2. Non-Financial Incentives
   Non-financial incentives can be provided in various forms, including:
   a. Award certificate.

b. Giving verbal or written praise, formally or personally.
c. Thank you formally or informally.
d. Promotion to employees who are good for a certain period and are considered capable.
e. Awarding service marks/medals to employees who have achieved a long period of service and have high loyalty.
f. Granting the right to use a position attribute (for example on a car or other).
g. Provision of special equipment in the workspace.

2.3. Leadership

Leadership is the ability and skill of a person who occupies a position as a work unit leader to influence the behavior of others, especially his subordinates, to think and to act in such a way that through positive behavior he makes a real contribution to the achievement of organizational goals Siagian, (2003). Thoha,(2004) defines leadership as a process of influencing the activities of a person and group in order to achieve predetermined goals, while (Siswanto & Hamid, 2017) formulates the notion of leadership as an activity of influencing others to be directed to achieve the goals that have been set. In general, leadership shows the process of one's activities in leading, guiding, influencing or controlling the thoughts, feelings, or behavior of others to achieve certain goals or purposes. The most important factor in leadership is influencing or controlling the thoughts, feelings or behavior of others. Djatmiko, (2006) states that: "The functions of leaders in organizations are initiating structures, maintaining organizational coordination and integrity, formulating organizational goals, determining efficient means and methods, mediating conflicts and conflicts that arise, conducting evaluations, make revisions, changes, development innovations, and make improvements in the organization. Some of the main functions of leadership that must be considered so that leadership can run effectively and efficiently:

a. Taking the initiative or initiative
   initiative means the initial or first step of an activity that is new. Trying to create something new is called creative or creative. There are several ways to take the initiative, including:
   1. Trying to start with new things;
   2. Get used to making notes;
   3. Stimulate the emergence of ideas or inspiration.
b. Make decisions
   The essence of the job of leading is making decisions. Making decisions means making a choice of one alternative that is considered the best in the context of solving a problem. In other words, making a decision is a logical thinking process.
c. Communicate
   Communication is an effort to convey ideas or information to others. Communicating is the main task of a leader because it is through communication channels that leadership runs. In daily practice, the work of leading is manifested in the form of giving orders, instructions, instructions, guidance, explanations and so on to people in the working group which are carried out orally or in writing. It can be concluded that one form of leadership work is communicating.
d. Motivating
   The fourth main activity of a leader is to motivate his followers or subordinates, so that they are always passionate about doing the task at hand. Leaders who are good at motivating their subordinates will certainly succeed in carrying out their duties, because they can create effective and productive work groups. Motivation is something that encourages humans to perform a behavior or behavior, which in English is called behavior.
e. Developing members
   The most important responsibility of a leader is the development of the people under his leadership, so that they can have the abilities required of their respective positions/positions. Employees must be developed continuously so that there is no gap between their abilities and the demands of a dynamic position, which can cause a crisis that results in not achieving the goals of the group or organization.

2.4. Staff Performance

Prawirosentono, (2008) that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics. Mangkunegara, (2000) provides an understanding of performance by mentioning that performance comes from the word job performance or the actual achievement achieved. The meaning is the results of work that are in quality and quantity achieved by an employee in carrying out their duties according to the authority and responsibilities that exist in the employee.

According to Sadeli, (2015), performance is basically what employees do or don't do. Staff performance is what influences how much they contribute to the organization which includes:

    a. Quantity
    b. Quality
    c. Time period
    d. Presence at work
    e. Cooperative attitude

Performance is influenced by intrinsic factors, namely individual personal and extrinsic factors, namely leadership, system, team, situational, and conflict. In (Sjafri, 2007).

    a. Personal/individual factors, including elements of knowledge, skills, abilities, self-confidence, motivation and commitment of each individual employee.
    b. Leadership factor includes aspects of the quality of managers and team leaders in providing encouragement, enthusiasm, direction and work support to employees.
    c. Team factors, including the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members.
    d. System factors, including work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture within the organization.
    e. Situational factors, including pressures and changes in the external and internal environment.
    f. Conflict, includes conflict within the individual/role conflict, conflict between individuals, conflict between groups/organizations.

Performance management should be seen as one of the dimensions that can be used to improve the performance of an agency. The direction of performance management is to move from a controlling process to an enabling process. Managers should help employees understand the skills needed and help develop those skills. Here the function of coaching becomes very important. Basically, performance management has 4 main components, namely:

    a. Planning/contracting action agreements;
        Planning / contracting is a clear basic agreement between staffs, managers and teams on what is to be achieved in the coming year and how to achieve it.
    b. Manage / foster for performance improvement.
        Management and development of performance improvement will determine the effectiveness of performance management. We can develop a clear performance plan and update it when running in uncertain situations. However, what is difficult is to build or rebuild, mutual trust and respect, to replace the inappropriate management style and negative organizational climate with a management approach that is more coaching-oriented.
    c. Feedback and evaluation.
        In the performance management process that emphasizes regular feedback, the annual performance appraisal or evaluation becomes light work. There have been no surprising results in performance gains over the previous one year period and no negotiation of completely new deals or contracts for the following year.
    d. Rewards and recognition.
        Rewards and recognition are synonymous with salary. Performance-based rewards as a catalyst to change and produce better performance that requires legitimate status or recognition.

A staff who is judged to show the possibility of not performing, but in fact he has potential, could be an unsupportive work environment. Does the employee have favorable working conditions for work, enough information to make decisions related to his job, sufficient time to do a good job and so on. If the employee does not get it, it will affect his performance.

3. Materials and Methods

3.1. Population and Sample

The population in this study were administrative staffs of UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City, which totaled 77 respondents based on the organizational structure of the UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City.   The sampling method used the census method, where the entire population was used as a sample (Erlina, 2007). The data collection method uses a survey method, namely the use of primary data obtained directly from the original source (Ghozali, 2006).

3.2. Data collection

Collecting data in this study using a questionnaire, as proposed by Sugiyono, (1999). The stages in distributing and collecting questionnaires are divided into two stages, namely the first stage is distributing questionnaires. The second stage is taking the questionnaire which has been filled in by the administrative staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City for data processing. The type of data in this study is primary data, according to Indriantoro & Supomo, (1999), primary data is a source of research data obtained directly from the original source (not through intermediary media). The instrument in this study was a questionnaire which was adopted and modified from several previous researchers. This questionnaire uses a score of 5 points (Likert scale). Strongly agree = Score 5; Agree = Score 4; Disagree = Score 3; Do not agree = Score 2; Strongly Disagree = Score 1.

3.3. Variables and Measurement Instruments

This study uses three independent variables, namely HR competence (X1), incentives (X2) and Leadership (X3) and one dependent variable, namely staff performance (Y). HR competence (X1) (which is an independent variable) is part of a person's deep and inherent personality and predictable behavior in various situations and work tasks (Wijayanto et al., 2011). The measurement of the variables in this study used an interval measurement scale. Incentives (X2) (which is an independent variable) is the compensation received by staffs for productivity at work (Surono & Rodesa, 2016). Incentives are rewards in the form of money given to those who can work beyond a predetermined standard. The measurement of the variables in this study used an interval measurement scale. Leadership (X3) (which is the independent variable) is a process to influence others, to understand and agree with what needs to be done and how to do it effectively, as well as a process to facilitate individual and collective efforts to achieve common goals (Yukl, 2005). Is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and the time norm (Astuti, 2008). The measurement of the variables in this study used an interval measurement scale. Staff performance (Y) (which is the dependent variable) is the result of work that is achieved in quality and quantity by an employee in carrying out his duties according to the authority and responsibility that exists in the staff (Surono & Rodesa, 2016).

3.4. Data Analysis

The data analysis model used is multiple linear regression analysis (Multiple Linear Regression Analysis) because this study was designed to examine the effect of the independent variable on the dependent variable. The data analysis technique in this study is to use a regression model. In a study, the possibility of problems in regression analysis is quite often in matching the prediction model into a model that is entered into a data series. The study was tested with several statistical tests consisting of data quality tests, classical assumption tests, descriptive statistics, and statistical tests for hypothesis testing. According to Indriantoro & Supomo, (1999) there are two concepts of measuring data quality, namely reliability and validity. The quality of the data generated from the use of research instruments can be evaluated through validity and reliability tests. Each of these tests is to determine the consistency and accuracy of the data collected from the use of the instrument. In this study, to measure the quality of the data used, among others:

3.4.1. Validity Test

Validity testing is carried out to test whether the research instrument that has been prepared is truly accurate, so that it is able to measure what it is supposed to measure (the key variable being studied). (Husein, 2008) stated that the validity test is useful to find out whether there are questionnaire questions that must be discarded/replaced because they are considered irrelevant. Validity in this case is the accuracy of research findings that reflect the truth even though the respondents who are used as objects of testing are different (Ikhsan & Ghozali, 2006). In this study, testing was carried out using the SPSS program, and for validity testing using Bivariate Pearson correlation (Pearson Moment Product) and Corrected Item-Total Correlation. (Priyatno, 2008) put forward the test criteria with a significance level of 5% or 0.05, namely If r count r table then the questionnaire questions are correlated to the total score (validated), and if r count < r table then the instrument questions the questionnaire was not significantly correlated with the total score (invalid).

3.4.2. Reliability Test

Reliability testing was carried out after testing the validity of the research instrument. Reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. (Husein, 2008) said that reliability testing is useful to find out whether the instrument, in this case the questionnaire, can be used more than once, at least by the same respondent. In conducting the reliability test, the Alpha method (Cronbach) was used with the help of the SPSS program. According to Priyatno,

(2008), the alpha method was very suitable for use on scores in the form of a scale. (Santosa et al., 2005) said that a questionnaire is said to be reliable if the Cronbach alpha is greater than 0.6.

3.5. Classical assumption test

To perform multiple regression analysis, it is necessary to test the classical assumptions as a requirement in the analysis so that the data can be meaningful and useful. According to Lubis et al., (2016) in making the classical assumption test we must use the data that will be used in the regression test. Classical assumption test includes normality test, multicollinearity test, and heteroscedasticity test.

3.5.1. Normality Test

The normality test is a test of the normality of the data distribution (Santosa et al., 2005). The purpose of using the normality test is to determine whether the data population is normally distributed or not. As stated by Husein, (2008) the normality test is useful to find out whether the dependent variable, independent or both are normally distributed, close to normal or not. If the data is not normally distributed, non-parametric analysis including regression models can be used. To find out whether the dependent variable, independent or both are normally distributed, close to normal or not, it can be seen using the p plot normal curve. This study will test the normality of the data by using the normal p plot curve where the data is said to be normal if the distribution image has data points that spread around the diagonal line and the distribution of data points in the same direction follows the diagonal line.

3.5.2. Multicollinearity Test

Erlina, (2007) state that multicollinearity is a situation where there is a correlation of respondent variables between one another. Furthermore, (Nugroho, 2005) mentions that multicollinearity tests are needed to determine whether there are independent variables that have similarities with other independent variables in one model. The similarity between independent variables in a model will cause a very strong correlation between an independent model and other independent variables. In this study, to detect multicollinearity by looking at the Variance Inflation Factor (VIF) in the regression model. According to Nugroho, (2005), multicollinearity detection in a model can be seen if the Variance Inflation Factor (VIF) value is not more than 10 and the Tolerance value is not less than 0.1, then the model can be said to be free from multicollinearity VIF = 1/Tolerance, and if VIF = 10 then Tolerance = 1/10 = 0.1. The higher the VIF, the lower the tolerance.

3.5.3. Heteroscedasticity Test

Nugroho, (2005) suggests that the analysis of the scatterplot image which states that there is no heteroscedasticity in the linear regression model if: the data points are spread above and below or around zero, the data points do not collect only above or below, the spread the data points should not form a wavy pattern that widens and then narrows and widens again, and the spread of data points should not be patterned.

3.6. Descriptive statistics

Priyatno, (2008) put forward descriptive statistics describing the summary of research data such as mean, standard deviation, variance, mode, and others. Descriptive statistics are generally used by researchers to provide information about the characteristics of the most important research variables and demographic data of respondents (Ikhsan & Ghozali, 2006). In this study, descriptive analysis will be carried out by providing an overview of the data about the amount of data, minimum, maximum, mean, and standard deviation of the answers that have been obtained through the questionnaire.

3.7. Hypothesis test

Priyatno, (2008) states that hypothesis testing is a test that aims to determine whether the conclusions in the sample can apply to the population (can be generalized). Hypothesis testing is intended to test whether there is an effect of the independent variables as a whole on the dependent variable. If there is a deviation between the specified sample and the population, it is possible for errors to occur in making decisions between rejecting or accepting a hypothesis. To test the hypothesis regarding the competence of human resources, incentives and leadership simultaneously and partially on the performance of the administrative staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City, partial hypothesis testing is used with t test and simultaneously with F test.

3.7.1. t test

Priyatno, (2008) mentions that the t-test is used to determine whether the regression model of the independent variable partially has a significant effect on the dependent variable. With the significance level in this study using an alpha of 5% or 0.05, the results of the t-test can be calculated with the help of the SPSS program, which can be seen in the t-count table (coefficients table). The value of the t-test can be seen from the p-value (in column Sig.) on each independent variable, if the p-value is less than the specified level of significance or t-count (in column t) is greater than t table (calculated from the two-tailed á = 5% df-k, k is the number of independent variables), then the value of the independent variable partially has a significant effect on the dependent variable (in the sense that Ha is accepted and Ho is rejected, in other words.

3.7.2. F test

Priyatno, (2008) mentions the simultaneous test with the F test aims to determine whether the independent variables jointly have a significant effect on the dependent variable. With the significance level in this study using an alpha of 5% or 0.05, the results of the F test can be calculated with the help of the SPSS program in the ANOVA table. The results of the F test show that the independent variables jointly affect the dependent variable, if the p-value (in the sig. column) is smaller than the specified level of significance (by 5%), or the calculated F (in column F) is greater than F table. F table is calculated by means of df1 = k-1, and df2 = nk, where k is the number of dependent variables and independent variables, and n is the number of respondents or the number of cases studied.

3.7.3. Coefficient of Determination (R2)

According to Nugroho, (2005) the coefficient of determination (R2) aims to determine how much the ability of the independent variable to explain the dependent variable. With the help of the SPSS program, the coefficient of determination (R2) is located in the Summary model table and written R Square. However, according to Nugroho, (2005), for multiple linear regression, it is better to use an adjusted R Square or written Adjusted R Square because it is adjusted to the number of independent variables used in the study. The value of R Square is said to be good if it is above 0.5 because the value of R Square ranges from 0 to 1.

4. Results and Discussion

In evaluating this data, we will test the hypothesis, either partially or simultaneously. Hypothesis testing results which have a simultaneous influence between HR competencies, incentives and leadership on staff performance. Furthermore, to make it easier to evaluate this data, the authors look for the values needed by using computer software, namely the SPSS V.20.00 program for windows with the following data results:

Table 1. Result of Simultaneous Testing.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	487,583	3	162,528	30,540	0.000b
Residual	388,494	73	5.322		
Total	876,078	76			

Table 1 captures the result of simultaneous testing. The Fstat is 30.540 and significance at the level 1 percent. It means that HR competence, incentives and leadership simultaneously influence the performance of administrative staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City.

Table 2. Result of Hypothesis Testing.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13,540	3,722		3.638	0.001
HR Competence	0.465	0.094	0.400	4.954	0.000
Incentives	0.450	0.108	0.372	4.168	0.000
Leadership	0.218	0.093	0.242	2.344	0.022

Table 2 shows the result of hypothesis testing. Table shows that HR Competence, Incentives and Leadership have a significant positive effect on staff performance. The coefficient regression of HR competence is 0.465, it means

that by assuming increase 1 percent in HR competence it will be increased the staff performance as much as 46.5 percent. The incentives coefficient regression is 0.450, it means that by assuming increase 1 percent in incentives it will be increased the staff performance as much as 45 percent. The coefficient regression of Leadership is 0.218, it means that by assuming increase 1 percent in leadership it will be increased the staff performance as much as 21.8 percent. In addition, the coefficient determination result (R Square) can be seen in Table 3.

Table 3. Result of Coefficient Determination.

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.746	0.557	0.538	2.307

Table 3 shows the value of R is 0.746. It shows that 74.60% of the performance variables of administrative staffs in UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City can be explained by the variables of HR competence, incentives, and leadership while the remaining 25.40% is explained by another variables.

4.1. Data Validity Test

The validity test is carried out to determine whether the measuring instrument that has been prepared can be used to measure what is intended to be measured accurately. The validity of an instrument describes the level of ability of the measuring instrument used to reveal something that is the main target of measurement. If the instrument can measure the measured variable then it is called valid, and vice versa if it is unable to measure the measured variable it will be called invalid. Testing the validity of the instrument using the Correlate Bivariate Analyst to find the correlation coefficient of Pearson's Product Moment with SPSS. Then it is compared with the r-table value for = 0.05 with degrees of freedom (dk = n-2) so that r-table is obtained. For statement items with a correlation coefficient (r-stat) > r table, the statement items are declared valid. Because the number of respondents used for the validity test is 77 people, the r-table value can be determined from: dk = n-2 = 77-2 = 75. The value of r-table with dk = 75 is 0.227. So, if r-stat > 0.227 then the question item is declared valid.

4.2. Data Reliability Test

Instrument reliability describes the stability of the measuring instrument used. A measuring instrument is said to have high reliability or can be trusted, if the measuring instrument is stable so that it can be relied on (dependability) and can be used to predict (predictability). In this study, the reliability test used the Cronbach Alpha method. Reliability is measured by testing the level of consistency of measurement results if repeated measurements are made. The presence or absence of data can be seen from the resulting alpha coefficient, data that is close to 1 (one) can be said to have high reliability. The Cronbach Alpha coefficient value which is close to 1 indicates that the results obtained are more consistent so that it is said to have high reliability. A data is said to be accurate if the minimum Cronbach alpha coefficient is 0.60. The reliability test in this study used the SPSS version 20.0 program.

Table 4. Result of Reliability Testing.

Variable	Cronbach's Alpha	N of Items	Decision
X1	0.751	10	Reliable
X2	0.754	10	Reliable
X3	0.761	10	Reliable
Y	0.641	10	Reliable

Table 4 shows the result of Cronbach alpha value of all variables ranges from 0 to 1 and is more likely to approach the number 1, thus all items in the measurement instrument can be categorized as very reliable.

4.3. Classic assumption test

4.3.1. Data Normality Test

Data normality testing aims to see whether or not the distribution of the data to be analyzed is normal. A good regression model is a normal distribution or close to normal. To see the normality of this data, a graphical approach is used, namely the Normality Probability Plot.

Detect normality by looking at the spread of data (points) on the diagonal axis of the graph. According to Orlova et al., (2006), the basis for decision making are:
   a.   If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality.
   b.   If the data spreads far from the diagonal line and or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality.

In the SPSS output of the normal PP Plot of Regression Standardized Residual, it can be explained that the data (dots) tend to be straight along the diagonal line so that the data in this study tends to be normally distributed, as shown in the figure below.
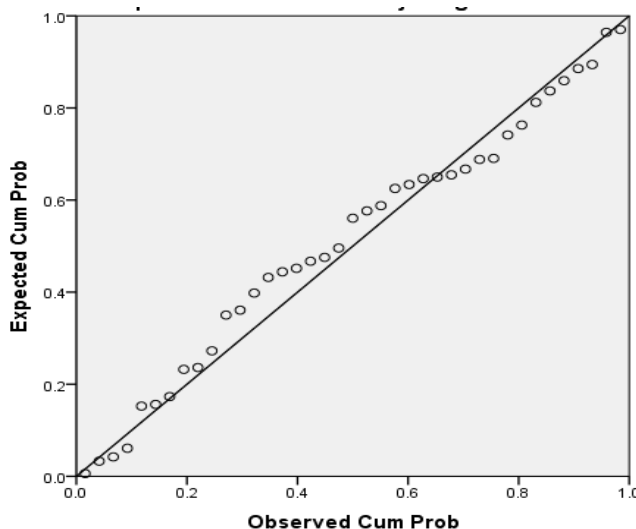
Figure 1. Result of Normality Testing.

4.3.2. Multicollinearity Test

Multicollinearity testing was conducted to see whether the regression model found a correlation between the independent variables. If there is a correlation, it is called a multicollinearity problem. The way to detect it is by looking at the value of the Variance Inflation Factor (VIF). According to Orlova et al., (2006), in general, if the VIF is greater than 5, then the independent variable has a multicollinearity problem with other independent variables. In the output of the SPSS Coefficient section, all VIF numbers are below 5, this shows that there is no multicollinearity, as can be seen in Table 5.

Table 5. Result of Multicollinearity Testing.

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
HR Competence	0.947	1.056
Incentives	0.803	1.246
Leadership	0.826	1.211

4.3.3. Heteroscedasticity Test

Heteroscedasticity testing aims to see whether in a regression model there an inequality of variance from the residual is which is an observation to another observation. If the variance from the residual which is an observation to another observation has a fixed value, then the resulting data is called homoscedasticity and if the variance is different or has a variable value, it is called heteroscedasticity. A good regression model is a model that has a fixed value or homoscedasticity or does not occur heteroscedasticity. Detection of heteroscedasticity is done by looking at the presence or absence of certain patterns in the processed data. According to Orlova et al., (2006), the basis for making decisions is: If certain patterns such as the existing dots form a certain regular pattern, then there is a heteroscedasticity situation. If there is no clear pattern, and the points spread above and below zero on the Y axis, then there is no heteroscedasticity.

In the SPSS output in the Scatterplot section, the dots spread randomly, do not form a certain clear pattern, and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model is feasible to use. Scatterplot pattern can be seen in Figure 2.
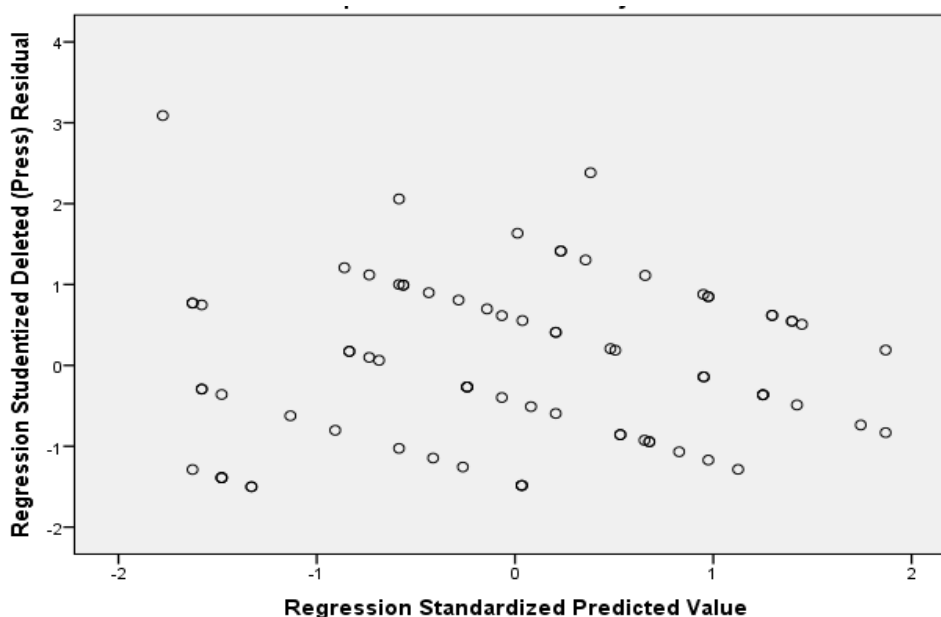

Figure 2. Result of Heteroscedasticity Testing.

5. Conclusions

In conclusion, this study indicated that the HR competency variable partially has a significant positive influence on the performance of administrative staffs in the UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City is 0.465. The variable of partial incentives has a significant positive influence on the performance of administrative staffs in the UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City is 0.450. The leadership variable partially has a significant positive influence on the performance of administrative staffs in the UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City is 0.218. The variables of HR competence, incentives and leadership simultaneously have a significant influence on the performance of administrative staffs in the UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City. The R value is 0.746. This shows that 74.60% of the performance variables of administrative staffs in the UPTD RSUD Dr. H. Kumpulan Pane Tebing Tinggi City can be explained by the variables of HR competence, incentives and leadership, while the remaining 25.40% was not researched.

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