



ANALYZING THE EFFECT OF HUMAN RESOURCE COMPETENCE AND INCENTIVES ON EMPLOYEE PERFORMANCE: A CASE STUDY AT SINCERA CLINIC PALEMBANG

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ABSTRACT

Purpose: This study analyzes the impact of human resource competence and incentives on employee performance at Sincera Clinic Palembang, aiming to enhance service quality and customer satisfaction. **Methodology:** A quantitative approach was used, with a structured questionnaire distributed to 28 employees and analyzed using SPSS, regression analysis, and hypothesis testing to explore the relationship between competence, incentives, and performance. **Results:** A strong correlation ($R = 0.657$) was found between competence, incentives, and employee performance. The adjusted R-squared value of 0.386 shows that 38.6% of performance variation is explained by these factors. Competence significantly impacts performance ($t = 2.706, p < 0.05$), while incentives do not ($t = 1.476, p > 0.05$). **Findings:** Competence has a more significant impact on employee performance than incentives, suggesting that improving employee skills and knowledge drives better outcomes. **Novelty:** This study provides new insights into the factors affecting employee performance in the beauty clinic industry, a sector with limited research in human resource management. **Originality:** The research focuses on the beauty clinic sector, offering empirical evidence of how competence and incentives influence employee performance in this niche market. **Conclusions:** Competence is crucial for improving employee performance, while incentives have less impact. Focusing on competence development is recommended. **Type of Paper:** Empirical research paper.

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INTRODUCTION

Sincera Clinic Palembang is a beauty clinic that was established in 2022 in Palembang, South Sumatra. A beauty clinic is a place that offers services in the form of dermatology services related to skin care, including rejuvenation, brightening, and overcoming problems that arise (Ishak et al., 2020). As one of the rapidly growing beauty clinics, Sincera Clinic must be able to improve its quality so that it can provide the best service to customers. According to Suprani et al., (2024) the quality of service depends on the competence of the workforce. In the health and beauty industry, employees have a very important role in determining the future of the company. Employees must be able to carry out the tasks and obligations that have been given by the company well. Employees who have good skills and knowledge tend to be better able to complete work with maximum results. This is

because employees are part of the company that functions as a communicator to customers directly so that the company's image can be conveyed well (Iskandar, 2021). So it requires employee work capabilities that are per the company's demands. Employee work capabilities are seen from optimal performance; with optimal performance, the company will have the capital to achieve its goals (Kanda & Firmansyah, 2024)

Employee performance is the ability to complete a job or certain task assigned to the employee (Setyo Widodo et al., 2022). Employee performance is one of the main factors that determine the success of an organization. Optimal performance not only reflects individual productivity but also reflects the overall effectiveness of the team in achieving company goals (Sarrani et al., 2023). Employees who have good performance can complete tasks efficiently, maintain work quality, and contribute to the growth and competitiveness of the company. Various factors can affect employee performance, including human resource competence, work motivation, work environment, and appreciation in the form of incentives provided by the company (Rahayu et al., 2024)

According to (Dewi et al., 2023) human resources are every employee in the form of a human being and it's not a machine or a business resource. Human resources (HR) are the most valuable asset in an organization because every company competes tightly to get its target consumers (Darma, 2020). The quality of good human resources is not only determined by the level of education and skills but also by attitude, work ethics, communication, interaction, motivation, and the ability to adapt to change (Dewi et al., 2023). While competence, according to (Hajjali et al., 2022) is a basic characteristic of a person so that they can do their work optimally. The components of human resource competency that can improve employee performance are knowledge, skills, and attitudes (Pasae et al., 2021). So human resource competence is a character or trait that every human worker must have to provide optimal performance results.

According to Riesmiyantiningtias et al., (2023) in addition to human resource competence, another way that can be done to improve employee performance is to provide motivation to employees and improve work discipline by providing incentives. In line with this, Schuler and Jackson (1999) also stated that incentives can increase personal productivity so optimal performance can be achieved. Providing fair and systematic incentives also plays a role in improving employee morale and loyalty to the company. In an industry that prioritizes service, such as the health and beauty sector, employee performance is a crucial aspect in determining customer satisfaction. Employees who work with high professionalism and dedication can provide quality service, so they can improve the company's reputation and business sustainability. Therefore, organizations need to implement the right strategy for improving and maintaining employee performance so that it remains optimal. In addition, providing the right incentives is also an important factor in maintaining employee morale so that they remain motivated in carrying out their duties.

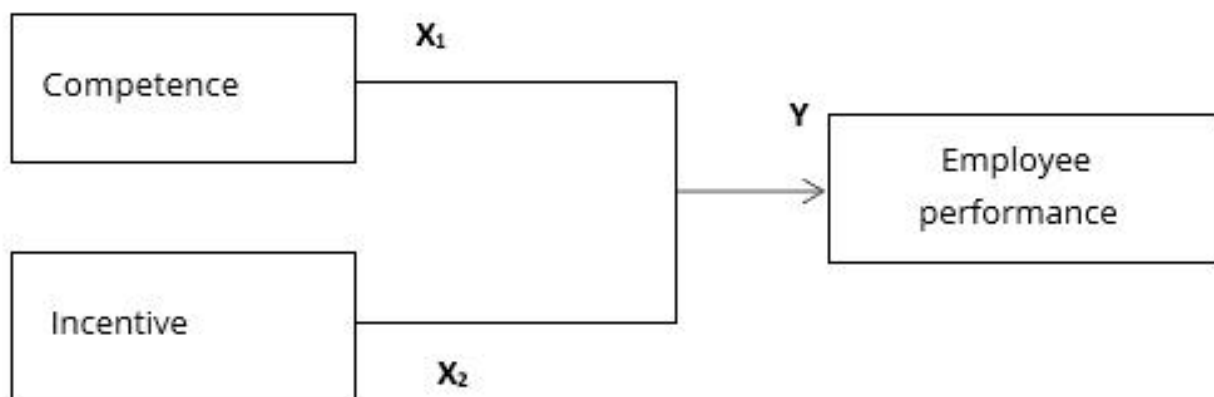
Previous studies have analyzed the role of human resource competence and incentives in various industries, but research focusing on the beauty clinic sector remains limited. This study fills this gap by providing empirical evidence on the extent to which competence and incentives affect employee performance in the service industry, specifically in beauty clinics. Understanding these relationships can help clinic managers optimize HR strategies to improve service quality and employee productivity. This study analyzes how competency and incentives affect employee performance at Sincera Clinic Palembang. By understanding the relationship between these factors, it is expected that clinic management can design more effective strategies in HR development and incentive policies, so that employee performance can increase significantly and have a positive impact on clinic growth. The results of this study are expected to provide insight for Sincera Clinic Palembang management in designing more effective HR development strategies and incentive policies. In addition, this study can also be a reference for other organizations in the health industry who want to improve their employee performance through appropriate HR management strategies.

METHOD

Analysis Method

This study uses a quantitative approach. The study was conducted at the Sintera clinic located in Jalan M. Isa, Ilir Timur II District, Palembang City, South Sumatra. The dependent variable in this study is employee performance (Y), while the independent variables in this study are competence (X1) and incentives (X2). Furthermore, the population used is Sintera clinic employees, including frontline CROs, beauticians, content creators, pharmacists, office boys, security guards, doctors, and managers. The number of samples used was 28 respondents using random sampling techniques. The types and sources of data used in this study are primary data, namely data obtained directly from the source. This data collection was carried out by distributing questionnaires to research objects and filled in directly by respondents. In collecting respondent data, an instrument in the form of a questionnaire was used, which was distributed via Google Forms. The results of this data will be analyzed using SPSS to identify the influence of human resource competence and incentives on employee performance. In addition, secondary data was also obtained, namely data collected indirectly from the source. Data obtained from company documents or archives in the form of company profiles, literature studies, previous research, and journals related to the problems to be studied.

Figure 1. Research Framework



Based on the above framework, there are two hypotheses constructed as follows:

- H1: There is a significant and positive relationship between human resource competency and employee performance at Sincera clinic
- H2: There is a significant and positive relationship between incentives and employee performance at Sincera clinic

RESULTS AND DISCUSSION

RESULTS

Respondent descriptions

A total of 28 respondents filled in the respondent's background demographics, which included gender, age, highest level of education, and length of service. Respondent background data can be seen in Table 1.

Table 1. Background of the Respondent

Demographics	Criteria	Frequency	Percentage (%)
Gender	Male	4	14,29%
	female	24	85,71%
Age	21-30	24	85,72%
	31-40	2	7,14%
	41-50	1	3,57%
	51-60	1	3,57%
Education	Bachelour	11	39,29%
	Diploma	15	53,57%
	Senior High School	2	7,14%
years of service	< 1 years	4	14,29%
	> 1 years	24	85,71%

Source: Processed primary data, 2024

Based on Table 1, it can be seen that respondents aged around 21-30 years were 24 people, or 85.72%. This age is classified as very productive, so their work enthusiasm is still relatively high. Then, as many as 24 people, or 85.71%, were female, and four people, or a percentage of 14.29%, were male respondents. However, when viewed from the last education of employees, as many as 15 people, or 53.57% of respondents, had a Diploma 3 education. This is because employees who graduated from Diploma 3 are implementing personnel who have good academic abilities and skills in carrying out tasks. Meanwhile, based on the length of service, most data show that as many as 85.71% of employees, or 24 respondents, have worked for more than one year.

Validity And Reliability Instrument

One of the data collection techniques that aims to analyze categories of knowledge, attitudes, beliefs, and characteristics is a questionnaire. In quantitative research, testing the validity and reliability of the questionnaire is very important to ensure that the research instrument (questionnaire) measures what should be measured and is consistent in its measurement (Ningsih et al., 2021). A validity test is used to measure the validity of a statement in a questionnaire. A questionnaire is said to be valid if the statement in the questionnaire can reveal something that will be measured. If the r count is greater than the r table and the value is positive, then the statement item or indicator is declared valid. If r count $>$ r table (at a significance level of 5%), then the statement is declared valid (Ghozali, 2015). The value of the r table with a significance level of 5% ($\alpha = 0.05$) and $n = 28$ ($df = 28-2 = 26$) is 0.317. The results of the r count from the validity test can be seen in Table 2.

Table 2. Validity Instrument

Variables	Indicator	r table	r count	Category
Competence	X1.1	0.317	0.701	Valid
	X1.2		0.701	Valid
	X1.3		0.68	Valid
	X1.4		0.81	Valid
	X1.5		0.576	Valid
	X1.6		0.703	Valid
	X1.7		0.623	Valid
	X1.8		0.658	Valid
	X1.9		0.759	Valid
	X1.10		0.658	Valid
	X1.11		0.839	Valid
Incentive	X2.1	0.317	0.676	Valid
	X2.2		0.768	Valid
	X2.3		0.852	Valid
	X2.4		0.75	Valid
	X2.5		0.568	Valid
	X2.6		0.894	Valid
	X2.7		0.79	Valid
	X2.8		0.464	Valid
	X2.9		0.865	Valid
	X2.10		0.698	Valid
	X2.11		0.832	Valid
	X2.12		0.74	Valid
	X2.13		0.801	valid
Employee performance	Y1	0.317	0.746	Valid
	Y2		0.647	Valid
	Y3		0.741	Valid
	Y4		0.799	Valid
	Y5		0.744	Valid
	Y6		0.708	Valid
	Y7		0.77	Valid
	Y8		0.566	Valid
	Y9		0.579	Valid
	Y10		0.568	Valid
	Y11		0.678	Valid
	Y12		0.787	Valid
	Y13		0.678	valid
	Y14		0.414	valid
	Y15		0.638	valid
	Y16		0.613	valid

Source: Processed primary data, 2024

Based on Table 2. The calculated r-value of each indicator is greater than the r table (calculated $r > r$ table), then it can be seen that the r results of each item are > 0.317 , so it can be

said that all research variable items are valid for use as instruments in research or the statements submitted can be used to measure the variables studied. After the validity test is carried out, the instrument is tested for consistency through a reliability test. The reliability test is used as a tool to measure a questionnaire, which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time. SPSS provides facilities to measure reliability with the Cronbach Alpha (α) statistical test. A variable or construct is said to be reliable if it gives a value (α) of 0.70 (Ghozali, 2015). The results of the reliability test can be seen in Table 3.

Table 3. Competency Reliability Test Results

Variables	Cronbach's Alpha	N of Items
Competence	0.895	11
Incentive	0.932	13
Employee performance	0.893	16

Source: SPSS output attachment, 2025

The results of the reliability test show that all variables have a fairly large alpha coefficient, namely above 0.70, so it can be said that all measuring concepts for each variable in the questionnaire are reliable so that in the future, the items in each variable concept are suitable for use as measuring instruments.

Hypothesis Testing

After obtaining the respondent's background data, data analysis was carried out from the instrument questionnaire using SPSS. The data that had been collected was tested for the coefficient of determination. The determination coefficient test (R^2) aims to measure the ability of a model (variable X) to show the influence of variations in the dependent variable (variable Y) (Aryani & Gustian, 2020). The value of the determination coefficient is between zero and one. A small R^2 value means that the ability of the independent variables (competence and incentives) to explain the variation of the dependent variable (employee performance) is very limited. Conversely, a value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The results of the determination test can be seen in Table 4.

Table 4. R-Square Test

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Durbin- Watson
1	.657 ^a	0,432	0,386	5,22316	2,474

Predictors: (Constant), Incentive, Competence

Dependent Variable: employee performance

Source: SPSS 2025 output attachment

According to Chin (1998), the R-Square value can be categorized as strong if the value is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33. Based on Table 4. The correlation coefficient value is 0.657. Thus, it can be stated that there is a positive relationship between the competency and incentive variables with the employee performance variable, which is categorized as strong. While the adjusted R-squared value produced is 0.386. This shows that 38.6% of the employee performance variable can be explained by both competency and incentive variables, while the rest ($100\% - 38.6\% = 61.4\%$) is explained by

other causes outside the model. Furthermore, the data is carried out as a regression analysis. Multiple linear regression analysis is an analysis to see how much influence the competency and incentive variables have in building employee work performance at the Sincera clinic. the results of multiple regression in Table 5.

Table 5. Regression test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,302	10,929		2,315	0.029
	Competence	0.714	0.264	0.480	2,706	0.012
	Incentive	0.172	0.117	0.262	1,476	0.153

a. Dependent Variable: Employee Performance

Source: SPSS 2024 output attachment

The collected data were analyzed using SPSS version 26.0. Validity testing was conducted using Pearson correlation, while reliability was assessed through Cronbach's Alpha (threshold > 0.70). A multiple regression model was used to test the relationship between independent variables (competence and incentives) and the dependent variable (employee performance). Based on table 5, then employee performance is 25.302. X1 (competence) shows a coefficient value of 0.714. This means that if there is a 1% increase in the cause of competence on incentives, employee performance will also increase by the multiplier variable of 0.714, assuming that other independent variables are considered constant. X2 (incentives) shows a coefficient value of 0.172. This means that if there is no 1% increase in the cause of incentives on the agency, nurse performance will also increase by the multiplier variable of 0.172, assuming that other independent variables are considered constant. The model equation is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 25,302 + 0,714 X_1 + 0,172X_2$$

Information:

Y = Employee performance

X1 = Independent variable, namely competence

X2 = Independent variable, namely incentives

The calculation results of the standardized coefficients beta analysis are contained in Table 3. It can be seen that the variables are known: the competency variable (X1) has a beta coefficient value of 0.480 and the incentive variable (X2) of 0.262. So, in this study, competency has a dominant effect on employee performance when compared to other independent variables, namely incentives. Based on Table 3. We also get the results of the independent variable test described as follows: The hypothesis in this study is tested for its truth using a partial test (t-test). The competency variable shows a t-count value greater than the t-table ($2.706 > 2.05954$) or $\text{sig} < \alpha$ ($0.012 < 0.05$), meaning that the competency variable has an effect on employee work performance at the Sincera beauty clinic. Thus, the first hypothesis is accepted. Furthermore, the incentive variable shows a t-count value greater than the t-table ($1.476 < 2.05954$), or $\text{sig}, < \alpha$ ($0.153 > 0.05$). This shows that the incentive variable does not have a significant effect on employee performance at the Sincera beauty clinic. Thus, the second hypothesis is rejected.

DISCUSSION

Sincera Clinic Palembang is one of the rapidly growing beauty clinics in the skincare and aesthetics industry. In the increasingly tight business competition, this clinic must be able to provide high-quality services to maintain customer satisfaction and increase competitiveness. One of the main factors that determines the success of Sincera Clinic is employee performance because professional, competent, and motivated workers will contribute greatly to providing the best service to customers. Several factors can affect employee performance, such as competence, work motivation, work environment, and appreciation in the form of incentives provided by the company (Rahayu et al., 2024).

A person's competence shows the types of work that a person has done and provides a great opportunity for a person to do a better job. The wider the work experience of an employee, the more skilled he or she is in doing the job and the more perfect his or her thinking patterns and attitudes in acting to achieve the goals that have been set. In addition, the length of service of employees who have worked for a long time at the Sincera Palembang Beauty Clinic proves that employees have mature abilities and expertise in carrying out their duties and responsibilities. An employee who has high competence, such as knowledge, skills, abilities, and attitudes that are by the position he or she holds, is always motivated to work effectively, efficiently, and productively. This happens because, with the competence possessed by the employee concerned, he or she is increasingly able to carry out the tasks assigned to him or her. Meanwhile, Wahab et al., (2024) explains that awards in the form of incentives based on high work performance are a sense of recognition from the organization for employee achievements and contributions to the organization. Based on this, a study was conducted to analyze the influence of human resource competency and incentives on employee performance at Sincera Clinic.

The first thing the researcher did was collect background data from 28 Sincera Clinic employees. The results showed that 24 of the employees who became respondents were aged 21-30. This indicates that Sincera Clinic employees are of productive age. According to Meutia et al., (2022), employees under the age of 30 will have a better level of performance compared to those over the age of 30. This is because the work spirit of employees in that age range is still relatively high. Then, when viewed by gender, 24 employees who were respondents were male. Although employee performance is not significantly influenced by gender, the performance of female employees shows a very good category (Syafira et al., 2020). Whereas, if viewed from the last education of employees, the most respondent data is from the group of respondents with D3 education, which is 15 employees. This is because these employees are implementing staff, where, in addition to being required to have good academic abilities, they must also have adequate skills to carry out their duties according to their respective duties in serving consumers. Meanwhile, if reviewed based on the length of service, most data show that 24 employees have worked for more

than one year. This shows that most employees have worked since the clinic was founded, namely in 2022.

Next, the instrument in the form of a questionnaire was distributed to 28 respondents. The researcher's instrument was a validity and reliability test of the research instrument (questionnaire). This aims to ensure that the research results obtained are by its objectives and consistent. Based on the results of the instrument validation test, it was found that each indicator produced a calculated r that was greater than its table r . So that the indicators of each variable in the instrument are valid or suitable for use as a research measuring instrument. After the validation test was carried out, the instrument was also tested for its reliability. Results Cronbach's alpha of competency, incentive, and performance variables are 0.895, 0.932, and 0.893, respectively. The Cronbach's Alpha results of each indicator above 0.70 indicate that each variable is consistent. Therefore, it can be concluded that the instrument used in the study is valid and reliable, so it is suitable for use as a measuring tool in research.

After conducting validity and reliability tests on the instrument, the researcher then processed the data using SPSS. The data was processed by conducting an R-squared test. The correlation coefficient value in the R square test produced was 0.657. The correlation value indicates that there is a relationship between competency and incentive variables and employee performance variables in the strong category. The findings align with prior research by Mulyasari et al., (2020) which found that competence and incentive have a strong relation with performance in production industries. Meanwhile, the Adjusted R-Square value produced is 0.386, indicating that only 38.6% of employee work performance variables can be explained by both competency and incentive variables, while the rest ($100\% - 38.6\% = 61.4\%$) is explained by other causes outside the model example transformational leadership (Top et al., 2020), work environment (Santoso et al., 2023) culture organizational (Kuswati, 2020). In addition to the R-squared test, the data was analyzed using the t-test (partial test). The results showed that the incompetency variable shows a t-count value greater than the t-table ($2.706 > 2.05954$) or $\text{sig} < \alpha$ ($0.012 < 0.05$). So, the competency variable has a significant effect on employee performance at Sincera Clinic Palembang. Competence has a significant effect on employee performance if there is a commitment in the organization (Sulantara et al., 2020). Marhayani et al., (2019) stated that job satisfaction is a factor that connects competence and commitment so that it can improve employee performance.

While the incentive variable shows a t-count value greater than the t-table ($1.476 < 2.05954$) or $\text{sig} < \alpha$ ($0.153 > 0.05$). So, the incentive variable has not a significant effect on employee performance at Sincera Clinic Palembang. Usman et al., (2021) also explained that incentives do not have a significant influence on employee performance at PT. Sri Aneka Karyatama (SAK) Palembang. Rachmawati (2022) explains that although incentives and motivation together influence performance, incentives alone are not significant in providing an influence on improving performance. Furthermore, Arrahman et al., (2021) revealed that financial incentives partially do not have a significant effect on employee performance, but non-financial incentives (vacations, promotions, and work positions) can have a significant effect on employee performance. However, our results differ from those of Pitawati et al., (2021) where incentives were a key driver of performance. A possible explanation for the insignificant effect of incentives in this study is that employees at Sincera Clinic may prioritize job stability and professional development over monetary rewards. This aligns with the findings of Rachmawati (2022) who argued that in service-oriented industries, intrinsic motivation often outweighs financial incentives.

CONCLUSION

As one of the developing beauty clinics in Palembang, Sincera Clinic must ensure that it has employees with the best performance. Therefore, a study was conducted to see the influence of two

factors that are likely to influence employee performance, namely competence and incentives. Based on the results of the study that has been conducted, it can be concluded that the correlation coefficient value of the competence and incentive variables on employee performance in the R square test is 0.657. The correlation value indicates that the relationship between the competence and incentive variables on employee performance variables is in a strong category.

However, the adjusted R-squared value of 0.386 indicates that only 38.6% of the employee work performance variable can be explained by both competence and incentive variables, while the remaining 61.4% is explained by other causes outside the model. Meanwhile, based on the results of the t-test, it shows that the competence variable shows a calculated t-count greater than the t-table ($2.706 > 2.05954$) with a significance value smaller than the α coefficient ($0.012 < 0.05$). Then the incentive variable shows the t-count is greater than the t-table ($1.476 < 2.05954$), with a significance value greater than the α coefficient ($0.153 > 0.05$). So it can be concluded that the competency variable has a significant effect on employee performance compared to the incentive variable, which does not have a significant effect on employee performance at Sincera Clinic Palembang.

This study is limited by its small sample size (28 respondents) and its focus on a single clinic. Based on the results obtained, it is suggested to pay more attention and improve the competence among employees in Sincera Clinic Palembang, especially those related to the knowledge and skills aspects of their main tasks, because by doing so, improving the competence aspect will create individual work enthusiasm among fellow employees, which can ultimately spur increased employee performance. Furthermore, non-financial incentives such as vacations, promotions, or work positions should be considered to have a significant and intensive influence on employee performance. There are still other factors that influence employee performance, so it is hoped that this research can be continued by other researchers by involving factors that have not been studied. Future research should expand the sample and explore additional variables such as employee motivation, leadership style, and organizational culture

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