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Analysis of Improving HR Performance Through HR Competencies & Work-Life Balance with Dedication as a Mediation Variable

Athaya Muhib
Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: athayamuhib07@gmail.com

Abstract. *This study aims to analyze the influence of human resource (HR) competency and work-life balance on HR performance with dedication as a mediating variable at PT Sinar Dunia Tbk, Semarang Branch. This study is motivated by the importance of improving employee performance in supporting the achievement of organizational targets and goals. The study uses a quantitative approach with an explanatory research type. Data were obtained by distributing questionnaires to 100 respondents who are employees of PT Sinar Dunia Tbk, Semarang Branch. Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of the SmartPLS application. The results show that dedication has a positive and significant effect on HR performance. HR competency also has a positive and significant effect on HR performance and dedication. In addition, work-life balance has a positive and significant effect on dedication and HR performance. These findings indicate that improving employee competency, work-life balance, and dedication are important aspects in supporting HR performance improvement. Therefore, companies need to pay attention to the development of HR competency. employee competencies, creating work-life balance, and encouraging dedication to achieving optimal performance.*

Keywords: *Balance; Competence; Dedication; Human Resource; Performance; Work-Life.*

1. Introduction

Organization is A conscious and structured social system consisting of people working together to achieve common goals, with structures and processes designed to coordinate activities (Richard L. Daft. 2020). As organizations develop, they become essential in various aspects of human life. The role of organizations is also increasingly important. Develop adapting to the needs of the times. Competition between organizations is increasingly fierce because organizations share similar visions, missions, and goals to achieve excellence. The functioning of an organization requires several resources to achieve its goals. One of the primary resources of an organization is human resources.

Therefore, human resources become resources It is crucial because it determines the direction of the organization's goals. Human resources are the most important asset in a company. Success A company's ability to achieve its goals is determined by its human resources. This, of course, is inseparable from planning, management, and ultimately, the company's desired performance. Well-managed human resources will also produce good performance.

Performance can be defined as the results achieved by an individual or group in carrying out a particular task or activity. It reflects how effectively a person uses skills,knowledge, and competencies to achieve predetermined goals (IGI Global, 2023). From this definition, it can be seen that performance is an important element of human resources.

In an effort to improve performance, there are several things to consider. One of these is dedication. Dedication itself is defined as the ability to commit wholeheartedly to something, work tirelessly toward a goal, and persevere even in the face of adversity (Gene Crawford, 2023).

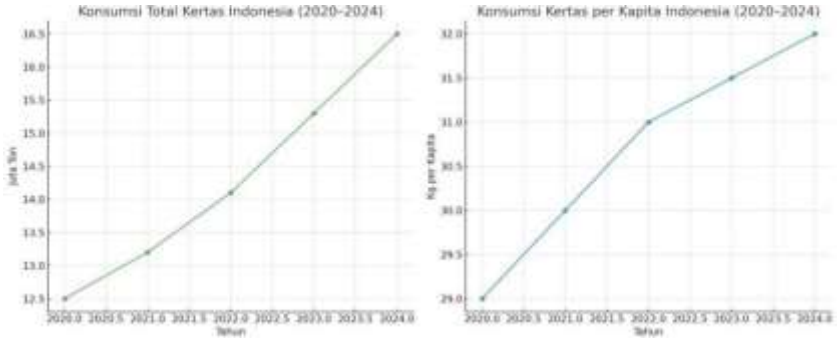
Research conducted by Hossain, MM, & Islam, MS, (2024) shows that dedication has a positive and significant effect on improving HR performance. These results are also supported by other research (Chauhan et al., 2024), which also shows that dedication has a positive and significant effect on HR performance. Meanwhile, research by Pineault, L., et al. (2025) found that dedication does not significantly influence HR performance. Therefore, the dedication dimension worthy of further testing its influence on improving HR performance.

Another variable that influences performance is human resource competency. According to Spencer (2024), human resource competency is a fundamental characteristic possessed by an individual that is directly related to effective or superior performance in a particular job or situation. According to Waseem, F., Mirxa, MZ, & Memon, MA (2025),

HR competencies have a positive and significant impact on improving organizational performance. This is supported by research from Hossain, MA, Wu, R., & Masud, AA (2025) and Mollah, M. A et al. (2025) revealed that HR competency significantly influences performance. This finding contrasts with research by Lopez, A., et al. (2021), which found that HR competency had no significant effect towards improving performance within the organization.

Another variable that can influence performance is work-life balance. According to Schermerhorn (in Hendra & Artha, 2023), work-life balance is a person's ability to balance work demands with personal and family needs in a proportional and sustainable manner. Results Research by Soomro, AA, et al., (2022) shows that work-life balance has a positive and significant effect on performance improvement. These results are supported by research by Omar, M. K., (2023) and Mensah, JK, (2020) revealed that work-life balance significantly influences performance. Meanwhile, the results of Borgia's research, MS, (2022) revealed that work-life balance does not have a significant influence on performance.

Indonesia is the fourth most populous country in the world, with a population of 274 million. This population density influences consumption levels in Indonesia. One of the commodities consumed by Indonesians is paper.



Average Paper Consumption Data in Indonesia 2020-2024 Source: CNBC Indonesia Data from CNBC (Consumer News and Business Channel) shows that paper consumption continues to rise year over year. The CNBC report states that average paper consumption in 2024 will reach 16.5 million tons. Total consumption rose from 12.5 million tons in 2020 to 16.5 million tons in 2024.

16.5 million tonnes (2024) and per capita consumption is increasing gradually, reaching 32 kg per person per year in 2024.

This certainly presents a business opportunity to meet these needs. Sinar Dunia is a brand under PT. Tjiwi Kimia. Few people realize that the Sinar Dunia brand name is licensed by PT. Sinar Dunia, based in Semarang. The entire production and distribution of Sinar Dunia notebooks is handled by PT. Sinar Dunia. Not only Sinar Dunia notebooks, but PT. Sinar Dunia Tbk's Semarang branch also produces produces other brands such as Gelatik and Vision, which are also in the same industry, namely books and paper. PT Sinar Dunia Tbk's Semarang branch was established in 2004.

According to Robbins (2022), there are five components that can be used to measure individual employee performance, namely work quality, quantity, timeliness, effectiveness And Independence. PT Sinar Dunia's production figures over the past three years indicate that the company has not fully met the targets set by management. Matter This indicates that the performance of PT Sinar Dunia Tbk, Semarang Branch, did not meet the performance quantity indicators. Production is a key indicator of a company's operational capacity and work process effectiveness. The production target was not achieved. indicates that the company has not been able to achieve the expected output, which can be caused by various factors including less than optimal employee performance, inefficiency Process constraints, or constraints on equipment and time management. The following data shows the production targets and actual production for PT Sinar Dunia Tbk, Semarang Branch, from 2022 to 2024:

Data on Production Targets and Realization of PT. Sinar Dunia TbkSemarang Branch 2022-2024

Tahun	Kertas HVS A4		Kertas HVS F4		Kertas Notebook		Kertas Print Warna	
	Target Produksi (juta ton)	Realisasi	Target Produksi (juta ton)	Realisasi	Target Produksi (juta ton)	Realisasi	Target Produksi (juta ton)	Realisasi
2022	1.245.000	1.125.000	920.000	810.000	730.000	613.000	485.000	424.000
2023	1.365.000	1.250.000	998.000	930.000	840.000	781.000	536.000	482.000
2024	1.487.500	1.324.000	1.079.000	963.000	956.000	856.000	582.000	520.000

Source: Annual Report of PT Sinar Dunia Tbk Semarang Branch

2. Research Methods

Based on the theoretical basis and analysis of the influence between variables in the previous case study, a research framework can be prepared with independent variables, namely HR competency (X1), work-life balance (X2), as well as the mediating variable, namely dedication (Z), and the dependent variable, HR performance (Y). The empirical model that will be used in this study can be seen. This research is an explanatory research using a quantitative method approach. The purpose of this explanatory research is to test and analyze the influence of relationships between variables. Quantitative methods are methods that present data in the form of numbers or figures (Abdullah, 2015).

3. Results and Discussion

3.1. Respondent Description

The respondents analyzed in this study were employees of PT. Sinar Dunia Tbk, Semarang Branch, with a sample size of 100 respondents. A detailed description of the study's respondents is outlined in the following table:

No	Rincian Responden	Jumlah	Presentase
1	Jenis Kelamin		
	Laki – laki	42	42%
	Perempuan	58	58%
2	Umur		
	20-30 tahun	77	77%
	31-35 tahun	11	11%
	36-40 tahun	8	8%
	> 40 tahun	4	4%
3	Masa Kerja		
	<1 tahun (kurang dari 1 tahun)	48	48%
	2-3 tahun	31	31%
	3-4 tahun	7	7%
	> 5 tahun (lebih dari 5 tahun)	14	14%
4	Pendidikan Terakhir		
	SMA	38	38%
	D3	14	14%
	S1	46	46%
	S2	2	2%
	Jumlah Responden Keseluruhan	100	100%

Table Respondent Description

Referring to Table, it can be seen that the number of female respondents is more dominant. compared tomale respondents. This means that female employees are more needed than male employees because of the speed and manual skills women possess to achieve predetermined targets. In terms of age, respondents aged Referring to Table, it can be seen that the number of female respondents is more dominant. compared tomale respondents. This means that female employees are more needed than male employees because of the speed and manual skills women possess to achieve predetermined targets.

The largest number of respondents, aged 20-30 years, was 77. This indicates that these employees have entered their productive age. In terms of length of service, respondents with a work experience of less than 1 year, 48, were more dominant. This indicates that employees have understood the situation and culture in the workplace.

In terms of education, respondents with a bachelor's degree (S1) dominated, totaling 46. This indicates that employees at PT. Sinar Dunia Tbk. Semarang Branch have more knowledge/skills in their work.

3.2. Descriptive Analysis of Variables

Descriptive data presents a general overview of respondents' answers to questions or statements contained in the questionnaire, as well as their responses. Based on the responses from 100 respondents regarding the research variables, the researcher describes the respondents' answers in detail, grouped into descriptive statistics. Presenting an empirical overview on the data used in the research in a descriptive statistical manner is withusing the average, minimum, and maximum values. This description will reveal the extent of respondents' perceptions of the variables used as indicators in the study. The researcher will present detailed responses, categorized with a score of 1 as the lowest and a score of 7 as the highest. These score intervals will be explained to provide a comprehensive overview of respondents' responses.

3.3. Convergent Validity (Outer Model)

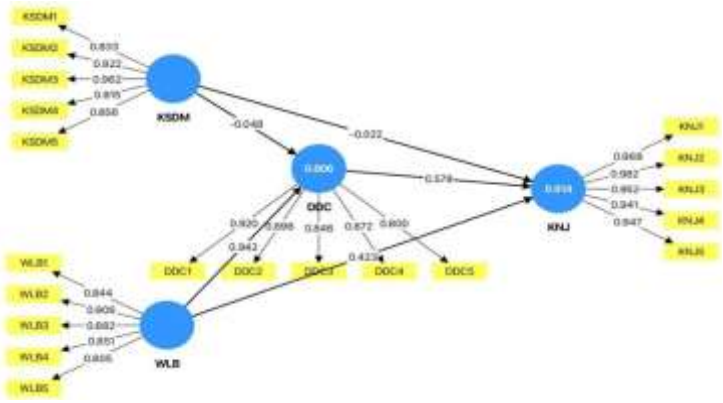


Figure. Outer Loading Value

Figure shows that all Outer Loading values for each indicator within the variable are above 0.7. This proves that all indicators of Human Resource Performance, Dedication, Human Resource Competence, and Work-Life Balance variables used in this study are valid or have met convergent validity. In Hair et al. (2021), the evaluation of the reflective model consists of Loading Factor >0.70, Composite reliability >70, Cronbach's alpha, and average variance extracted. (AVE > 0.50 and evaluation of discriminant validity, namely the Fornell and Lacker Criteria and HTMT (Heterotrait Monotrait Ratio) below 0.90. The results in the table above are the results of the outer loading for each indicator owned by each latent variable obtained from data processing using smartPLS.

3.4 Discriminant Validity

The second stage of validity testing is discriminant validity testing. This test is based on the cross-loading value of the measurement. with the construct and the Average Variance Extracted (AVE) value, and Fornell-Larcker. Cross Outer Loading to determine whether the latent variable has adequate discriminant, namely by comparing the correlation of the indicator with its latent variable must be greater than the correlation between the indicator and other latent variables (Imam Ghozali, 2019). If the correlation value of the construct with the measurement item is greater If the correlation value is greater than the correlation value with other constructs, it indicates that the latent construct predicts the dimensions in its block better than the dimensions in other blocks, and is said to have high discriminant validity (Imam Ghozali, 2020). The following are the discriminant validity results from the cross-loading values between the indicators and their respective constructs.

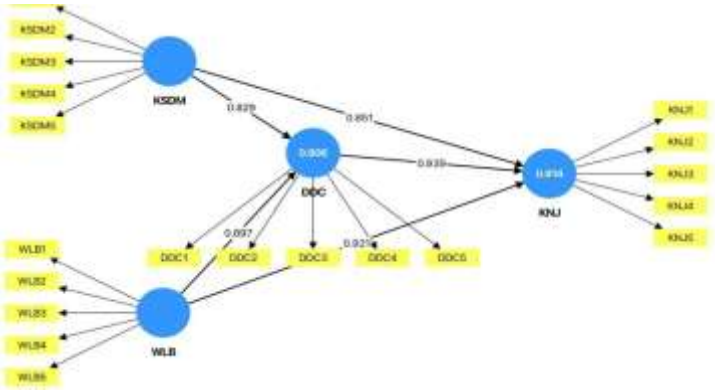
Table AVE (Average Variance Extracted)

	Variabel	*AVE Value*	*Standar AVE*
X1 KSDM		0.753	0.5
X2 *WLB*		0.918	0.5
Z DDC		0.773	0.5
Y *SKNJ*		0.737	0.5

Source: Analysis Results Using Smart PLS 4

The table above shows the AVE value of the research model. It can be seen from the table that the AVE value for all research variables is above 0.5, so the AVE value for discriminant validity testing is acceptable. Already fulfil testing The table above shows the AVE value of the research model. It can be seen from the table that the AVE value for all research variables is above 0.5, so the AVE value for discriminant validity testing is acceptable. Next, discriminant validity testing is performed by examining the HTMT Ratio value. The following is the HTMT Ratio value.

3.5. Testing Model Structural (Inner Model)



4. Conclusion

This study aims to determine the effect of HR Competence on HR Performance, the influence of Work-Life Balance on HR Performance moderated by Dedication at PT Sinar Dunia Tbk, Semarang Branch. This study was conducted by analyzing 100 questionnaires containing statements regarding the four variables. The research data were analyzed quantitatively and to test the hypothesis, an inner model or structural measurement with SmartPLS is used. After conducting data analysis, the following conclusions can be drawn from the results of this study: 1. Based on the results of the analysis, Dedication can has a positive and significant effect on HR performance. Therefore, it can be concluded that increasing level employee dedication will have a direct impact on improving performance human resources in the organization. In other words, the higher the dedication of employees, the more optimal the contribution they make to achieving goals. organizational goals. 2. Based on the results of the analysis, the competency HR can have an impact

positive and significant impact on HR performance. By Because That, it can be concluded that the more tall level the more competencies possessed by human resources, the higher the quality of performance. produced. Competence includes knowledge, skills and work attitudes needed to carry out tasks effectively and efficiently. 3. Based on the results of the analysis, HR competency can have a positive and negative impact. Significant to dedication. Therefore, it can be concluded that the higher the competency possessed by HR, the higher their level of dedication to their work and organization. Competence that includes capabilities technical, knowledge, as well as a professional attitude provide a sense of self-confidence and job satisfaction, which in the end push individual commitment and loyalty. 4. Based on the results of the analysis, work-life balance can have a positive and significant impact. To dedication. Therefore, it can be concluded that the balance between A well-maintained dedication employee towards their work. When employees feel they have sufficient time for their personal and family needs, they tend to demonstrate greater commitment and loyalty in carrying out organizational tasks. 5. Based on the analysis results, work-life balance can have a positive and significant impact on HR performance. Therefore, it can be concluded that the more balanced work life and life personala person, the higher the performance shown in implementation of duties and responsibilities in the workplace.

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