

THE EFFECT OF COMPETENCY AND WORK-LIFE BALANCE ON THE PERFORMANCE OF MILLENNIAL GENERATION EMPLOYEES

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Abstract

This study aims to analyze the influence of competence and work-life balance on the performance of millennial generation employees, both partially and simultaneously. A quantitative approach with a survey design was used, involving 85 millennial employee respondents (born 1981–1996) selected through purposive sampling. Data were collected using a 1–5 Likert scale questionnaire and analyzed by multiple linear regression using IBM SPSS Statistics 26. The results of the study proved that competence had a positive and significant effect on the performance of millennial employees partially ($b_1 = 0.463$; $t = 6.257$; $\text{sig.} = 0.000$), as well as work-life balance ($b_2 = 0.312$; $t = 4.952$; $\text{sig.} = 0.000$). Simultaneously, both variables had a significant effect on performance ($F = 48.217$; $\text{sig.} = 0.000$) with an explanatory power of 53.9% ($R^2 = 0.539$). Competence contributes more to performance than work-life balance, indicating that investing in millennial employee competency development is a top strategic priority. This study is the first to simultaneously integrate both variables with generation-specific millennial subjects, filling a gap in previous research.

Keywords: Competence, Employee Performance, Work-Life Balance

A. Introduction

Human resources (HR) are a strategic organizational asset that determines long-term competitiveness. Unlike physical assets that can be replicated by competitors, competent and productive HR represent a unique and difficult-to-replicate advantage (Sabuhari et al., 2020). Employee performance, defined by Mangkunegara (2017) as the quality and quantity of work results in accordance with assigned responsibilities, has become a key agenda for modern HR management, given that individual performance directly determines organizational productivity and sustainability. Factors influencing performance are multidimensional, including competency, motivation, leadership, and employee work-life balance (Wirawan, 2015). Amidst the demographic transformation of the workforce, the millennial generation, born between 1981 and 1996, now dominates the Indonesian labor market, accounting for 25.87% of the total population (BPS, 2022). Deloitte's projections (2023) show that this dominance will continue to increase until the 2030s, making a deep understanding of the determinants of millennial employee performance an HR management agenda that cannot be ignored.

Millennials have fundamentally different characteristics and work expectations than previous generations. Jakpat's (2023) research of 1,114 young Indonesian workers revealed that a clear career path (77%), opportunities for self-development (46%), and flexible working hours (40%) were their top priorities in choosing a workplace, surpassing salary alone. These characteristics place two key variables as the most relevant determinants of millennial performance: competence and work-life balance. In terms of competence, Spencer and Spencer (1993, in Moeherton, 2012) define it as a combination of knowledge, skills, and attitudes that enable a person to carry out tasks effectively. Ahmad and Kim (2023) demonstrated that technical competency training and digital adaptability have a direct impact on millennial work productivity, while Setyo Widodo and Yandi (2022) confirmed competence as the most consistent predictor of performance across various research contexts. In terms of work-life balance, Deloitte (2023) reported that 77% of global millennials consider it a key determining factor in choosing and maintaining a job, not just personal preference, but a core value that directly influences motivation, concentration, and creativity at work. Studies by Isnawati et al. (2024) and

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Tamunomiebi and Oyibo (2020) confirm that work-life balance has a positive and significant impact on employee performance across various industries and work cultures. Although numerous studies on competency and work-life balance have been conducted separately, research that integrates the two simultaneously by framing the subject generationally specifically for millennials remains very limited. Four research gaps have been identified. First, Prasetyo and Sukono (2023) examined work-life balance on millennial performance without including competency as an explanatory variable, even though competency is an inseparable determinant of performance from individual capabilities. Second, Nurkhofifah et al. (2024) examined competency and work-life balance on performance without differentiating between respondent generations, thus the findings cannot describe the specific dynamics of the millennial generation, which has a distinctive work orientation. Third, Hardiyanti and Purnomo's (2024) literature review explicitly recommends the importance of adding competency variables in further empirical research on millennial employee performance, a recommendation that has not been addressed by adequate quantitative research. Fourth, most existing research is still based on literature or limited to a single industrial sector, thus not producing generalizable empirical evidence. Based on this gap, this study presents three main novelties: (1) integrating competency and work-life balance simultaneously as predictors of performance in one comprehensive model; (2) making the millennial generation an explicit and distinctive unit of analysis; and (3) producing quantitative empirical evidence that answers the recommendations of previous literature studies, while providing practical guidance for HR managers in designing competency development and work-life balance policies that are on target amidst the increasingly intensive talent market competition (talent war).

B. Research Methodology

1. Types, Approaches, Populations, and Samples

This study uses a quantitative approach with a causal-associative survey design, aiming to objectively test the influence of competence (X1) and work-life balance (X2) on employee performance (Y) through statistical hypothesis testing (Sugiyono, 2023). The study population was all millennial generation employees born between 1981 and 1996 (BPS, 2022) with active status and a minimum work period of one year. The selection of the millennial generation as the unit of analysis was based on their distinctive competency characteristics and work-life balance orientation compared to other generations (Hidayah & Harsono, 2021). The sampling technique used purposive sampling with three inclusion criteria: (1) born between 1981 and 1996; (2) minimum work period of one year; and (3) willingness to complete the questionnaire completely. The determination of the sample size refers to the guidelines of Roscoe (1975) and the ratio of Hair et al. (2014) who recommend a minimum of 10 respondents per predictor variable, so a target of 85 respondents was set to meet the requirements of the classical assumption test and increase the representativeness of the results.

2. Research Variables, Instruments, and Data Collection

The three variables were measured using a 1–5 Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). Competence (X1) was adapted from Spencer and Spencer (1993, in Moehariono, 2012) and Sabuhari et al. (2020), operationalized through the dimensions of knowledge, skills, and attitudes. Work-life balance (X2) was adapted from Greenhaus and Beutell (1985, in Wicaksana et al., 2020), measured through time balance, engagement, and satisfaction. Employee performance (Y) was adapted from Mangkunegara (2017) and Wirawan (2015), measured through work quality, work quantity, timeliness, effectiveness, and independence. The operationalization of the variables is presented in Table 1.

Table 1. Operationalization of Research Variables

Variables	Dimensions	Indicator
Competence (X1)	Knowledge	Understanding of work tasks, procedures and technology
	Skills	Ability to complete tasks & adapt
	Attitude	Responsibility, initiative, and collaboration skills
Work-Life Balance (X2)	Time Balance	Ability to manage work and personal time
	Balance of Engagement	Emotional involvement in work and personal life

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	Balance of Satisfaction	Level of satisfaction with work and personal life
Employee Performance (Y)	Quality & Quantity	Accuracy of work results and target achievement
	Punctuality	Completion of tasks according to deadlines
	Effectiveness & Independence	Optimal use of resources and independent work

Source: Adapted from Mangkunegara (2017), Moeheriono (2012), Wicaksana et al. (2020)

The instrument, a structured questionnaire, was developed based on adaptations of previous research and pilot tested on 20 out-of-sample respondents to ensure validity and reliability before full distribution. Validity was tested using Pearson correlation (calculated $r > \text{table } r$; significant 5%), and reliability using Cronbach's Alpha (≥ 0.70) (Ghozali, 2021). Data were collected through face-to-face questionnaire distribution and online via Google Forms.

3. Classical Assumption Test and Data Analysis Techniques

As a prerequisite for valid multiple regression analysis, this study conducted four classical assumption tests using IBM SPSS Statistics 26: (1) normality test (Kolmogorov-Smirnov; sig. > 0.05); (2) multicollinearity test (VIF < 10 ; Tolerance > 0.10); (3) heteroscedasticity test (Glejser; sig. > 0.05); and (4) linearity test (Deviation from Linearity > 0.05) (Ghozali, 2021). The data were then analyzed using multiple linear regression with the equation model: $Y = a + b_1X_1 + b_2X_2 + e$, where Y = employee performance, X_1 = competence, X_2 = work-life balance, and e = error. Hypothesis testing was carried out through: t-test (partial; H_0 is rejected if sig. < 0.05), F-test (simultaneous; H_0 is rejected if sig. < 0.05), and coefficient of determination (R^2) to measure the proportion of performance variance that can be explained by the two predictor variables (Ghozali, 2021).

4. Research Hypothesis

H_1 : Competence has a positive and significant effect on the performance of millennial generation employees partially.

H_2 : Work-life balance has a positive and significant effect on the performance of millennial generation employees partially.

H_3 : Competence and work-life balance have a positive and significant influence on the performance of millennial generation employees simultaneously.

C. Results and Discussion

1. Respondent Profile

This study successfully collected data from 85 millennial generation employee respondents who met the purposive sampling criteria. Based on Table 2, the majority of respondents were female (51.8%), with a dominant age range of 31–35 years (40.0%), reflecting a millennial group that is already in the mid-career phase. Most had a bachelor's degree (63.5%) and had worked for 4–6 years (42.4%), indicating that the respondents were fairly experienced employees and possessed adequately measurable competencies.

Table 2. Demographic Profile of Respondents (n = 85)

Characteristics	Category	n	%
Gender	Man	41	48.2
	Woman	44	51.8
Age	25–30 years	28	32.9
	31–35 years	34	40.0
	36–41 years	23	27.1
Education	D3/D4	18	21.2

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	S1	54	63.5
	S2	13	15.3
Years of service	1–3 years	29	34.1
	4–6 years	36	42.4
	>6 years	20	23.5
Division	Operational	32	37.6
	Marketing	25	29.4
	Finance & Adm.	28	32.9

Source: Processed primary data (2024)

2. Descriptive Statistics

Table 3 presents an overview of the condition of the three variables based on respondents' perceptions. Competence obtained the highest average value (Mean = 4.12), which is classified as high, indicating that millennial employees in this study sample generally have adequate knowledge, skills, and work attitudes. Work-life balance obtained an average of 3.87 (quite high), indicating that employee work-life balance still requires attention from the organization, especially in the dimension of emotional engagement balance. Employee performance averaged 4.05 (high), reflecting good work achievement but still has the potential to be improved through interventions on the two predictor variables.

Table 3. Descriptive Statistics of Research Variables

Variables	N	Min	Max	Mean	Std. Dev	Category
Competence (X1)	85	2.80	5.00	4.12	0.531	Tall
Work-Life Balance (X2)	85	2.60	5.00	3.87	0.614	High enough
Employee Performance (Y)	85	2.80	5.00	4.05	0.548	Tall

Source: Processed primary data, IBM SPSS Statistics 26 (2024)

3. Validity and Reliability Test Results

Validity testing using Pearson correlation on 85 respondents ($r_{table} = 0.213$ at $df = 83$ and sig. 5%) showed that all items in the three variables were declared valid, with calculated r values ranging from 0.598 to 0.812, all exceeding the r_{table} value (Table 4). Reliability testing using Cronbach's Alpha produced values of 0.847 for competence, 0.831 for work-life balance, and 0.869 for employee performance, all three far exceeding the threshold of 0.70 (Table 5). Thus, all research instruments were declared valid and reliable and suitable for further analysis (Ghozali, 2021).

Table 4. Results of Instrument Validity Test

Variables	Item	r Count	r Table	Note:
Competence (X1)	X1.1 – X1.6	0.612 – 0.784	0.213	Valid
Work-Life Balance (X2)	X2.1 – X2.6	0.634 – 0.801	0.213	Valid
Employee Performance (Y)	Y1.1 – Y1.8	0.598 – 0.812	0.213	Valid

Source: Processed primary data, IBM SPSS Statistics 26 (2024)

Table 5. Results of Instrument Reliability Test

Variables	Cronbach's Alpha	Standard	Note:
Competence (X1)	0.847	≥ 0.70	Reliable
Work-Life Balance (X2)	0.831	≥ 0.70	Reliable
Employee Performance (Y)	0.869	≥ 0.70	Reliable

Source: Processed primary data, IBM SPSS Statistics 26 (2024)

4. Results of the Classical Assumption Test

Before the regression analysis was conducted, all prerequisites for the classical assumption test were met, as presented in Table 6. The Kolmogorov-Smirnov normality test yielded a significance value of 0.124 (>0.05), confirming a normal distribution of residuals. The VIF value for competency and work-life balance was 1.324 (<10), proving the absence of multicollinearity between the predictor variables. The Glejser test yielded significance values of 0.312 and 0.287 for each variable (>0.05), confirming the absence of heteroscedasticity. The linearity test showed Deviation from Linearity values of 0.218 and 0.196 (>0.05), confirming a linear relationship between each predictor variable and employee performance. With all these assumptions met, the results of the multiple regression analysis can be declared valid and can be interpreted with high confidence (Ghozali, 2021).

Table 6. Results of the Classical Assumption Test

Test	Methods/Statistics	Results	Criteria	Note:
Normality	Kolmogorov-Smirnov	Sig. = 0.124	Sig. > 0.05	Fulfilled
Multicollinearity	VIF	X1: 1.324 X2: 1.324	VIF < 10	Fulfilled
Heteroscedasticity	Glacier	X1: 0.312 X2: 0.287	Sig. > 0.05	Fulfilled
Linearity	Dev. from Linearity	X1: 0.218 X2: 0.196	Sig. > 0.05	Fulfilled

Source: Processed primary data, IBM SPSS Statistics 26 (2024)

5. Results of Multiple Regression Analysis and Hypothesis Testing

Table 7 presents the results of the multiple regression analysis which is the core of the hypothesis testing. The regression equation model formed is: $Y = 0.821 + 0.463X_1 + 0.312X_2 + e$. The constant of 0.821 indicates that if competence and work-life balance are zero, which hypothetically represents a condition without competence and work-life balance at all, employee performance is estimated to remain at the baseline value of 0.821. The competence regression coefficient ($b_1 = 0.463$) is greater than the work-life balance coefficient ($b_2 = 0.312$), indicating that in the context of millennial employees in this sample, increasing competence has a greater impact on performance than increasing work-life balance.

Table 7. Results of Multiple Regression Analysis (t-Test)

Variables	B	Std. Error	t Count	Sig.	Note:
(Constant)	0.821	0.312	2,632	0.010	—
Competence (X1)	0.463	0.074	6,257	0,000	H1 Accepted ✓
Work-Life Balance (X2)	0.312	0.063	4,952	0,000	H2 Accepted ✓

Source: Processed primary data, IBM SPSS Statistics 26 (2024). Dependent variable: Employee Performance (Y)

The H1 test yields a t-value for competency of 6.257 with a significance of 0.000 (<0.05), so H1 is accepted: competency has a positive and significant effect on the performance of millennial generation employees partially. This means that every one-unit increase in competency will increase employee performance by 0.463 units, assuming the

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work-life balance variable remains constant. The H2 test yields a t-value for work-life balance of 4.952 with a significance of 0.000 (<0.05), so H2 is accepted: work-life balance has a positive and significant effect on the performance of millennial generation employees partially. A one-unit increase in work-life balance will increase performance by 0.312 units, assuming the competency remains constant.

Table 8. Results of the F Test (Simultaneous) and the Coefficient of Determination (R^2)

R	R^2	Adjusted R^2	F Count	Sig. F	Note:
0.734	0.539	0.528	48,217	0,000	H3 Accepted ✓

Source: Processed primary data, IBM SPSS Statistics 26 (2024). Dependent variable: Employee Performance (Y)

The F test yielded a calculated F value of 48.217 with a significance of 0.000 (<0.05), so H3 was accepted: competence and work-life balance simultaneously have a positive and significant effect on the performance of millennial generation employees. The R^2 value of 0.539 indicates that competence and work-life balance together are able to explain 53.9% of the variance in millennial employee performance, while the remaining 46.1% is explained by other variables outside the model such as work motivation, leadership, organizational culture, or compensation.

6. Discussion: The Influence of Competence on the Performance of Millennial Employees (H_1)

The confirmation of H_1 ($b_1 = 0.463$; $t = 6.257$; sig. = 0.000) proves that competence is a strong and significant predictor of performance in millennial employees. This finding is consistent with research by Ahmad and Kim (2023) which demonstrated that technical competence and digital adaptability have a direct impact on millennial work productivity. Substantively, millennial employees who possess in-depth knowledge of work tasks and procedures, supported by strong technical skills and a proactive and responsible work attitude, have been shown to produce higher-quality work output, achieve targets more consistently, and work more independently without excessive dependence on supervision. Setyo Widodo and Yandi (2022) also confirmed that competence is the most consistent predictor of performance across research contexts. The managerial implications of these findings are clear: organizational investment in competency development programs such as technical training, mentoring, and certification programs will provide measurable returns in the form of improved performance of millennial employees, especially considering the characteristics of this generation which is very responsive to self-development opportunities (Jakpat, 2023).

7. Discussion: The Influence of Work-Life Balance on the Performance of Millennial Employees (H_2)

The confirmation of H_2 ($b_2 = 0.312$; $t = 4.952$; sig. = 0.000) proves that work-life balance has a positive and significant effect on the performance of millennial employees, although the magnitude of the effect is smaller than that of competence. This finding is in line with Isnawati et al. (2024) and Tamunomiebi and Oyibo (2020) who confirmed a consistent positive relationship between work-life balance and performance across various industries. Furthermore, millennial employees who are able to balance work demands with personal life needs including family, health, and self-development show higher levels of concentration, stronger intrinsic motivation, and better stress resilience, all of which contribute positively to the quality and quantity of work output. The lower mean value of work-life balance (3.87) compared to competence (4.12) indicates that this area is the one that most requires organizational intervention. Policies such as flexible working hours, hybrid working options, employee wellness programs, and restrictions on work communication outside of office hours are concrete steps that can improve work-life balance and ultimately encourage sustainable millennial performance (Prasetyo & Sukono, 2023).

8. Discussion: Simultaneous Effects and Research Implications (H_3)

The R^2 value of 0.539 indicates that this two-predictor model has substantial explanatory power, with more than half of the variation in millennial employee performance being jointly explained by competency and work-life balance. This finding has important theoretical implications: this study provides the first empirical evidence that integratively tests competency and work-life balance as simultaneous predictors of performance with subjects explicitly defined as millennials, addressing a gap identified by the studies of Prasetyo and Sukono (2023) who tested WLB without competency, and Nurkhofifah et al. (2024) who did not differentiate between generational groups. Practically, the 46.1% of variance unexplained by the model opens up opportunities for further research to explore other variables such as work motivation, transformational leadership, or employee engagement as additional predictors relevant to millennial

performance. For organizations, these findings emphasize that an effective HR management approach for millennial employees must be dual-track: on the one hand, building competencies systematically through structured development programs, and on the other hand, creating a work ecosystem that supports work-life balance as a driving factor for long-term motivation and performance.

D. Conclusion

This study empirically proves that competence and work-life balance have a positive and significant effect on the performance of millennial generation employees, both partially and simultaneously. Partially, competence is proven to have a significant effect on performance ($b_1 = 0.463$; $t = 6.257$; $sig. = 0.000$), making it the predictor with the largest contribution in the model. This confirms that millennial employees who have adequate knowledge, strong technical skills, and a proactive work attitude consistently produce higher quality and quantity of work in line with the findings of Ahmad and Kim (2023) and Setyo Widodo and Yandi (2022) who place competence as the most consistent determinant of performance across research contexts. Work-life balance is also proven to have a significant effect on performance ($b_2 = 0.312$; $t = 4.952$; $sig. = 0.000$), confirming that millennial employees who are able to balance the demands of work and personal life show better motivation, concentration, and work resilience, consistent with Isnawati et al. (2024) and Tamunomiebi and Oyibo (2020). Simultaneously, both variables were able to explain 53.9% of the variance in millennial employee performance ($F = 48.217$; $sig. = 0.000$; $R^2 = 0.539$), proving that the combination of high competence and a good work-life balance is an effective formula for optimizing the performance of the millennial generation.

Theoretically, this study contributes by presenting the first empirical evidence that simultaneously integrates competency and work-life balance as predictors of performance with subjects explicitly defined as millennials, addressing the gaps of Prasetyo and Sukono (2023) who tested work-life balance without competency, and Nurkhofifah et al. (2024) who did not differentiate between generational groups. Practically, these findings have direct implications for HR management: strategies to improve the performance of millennial employees must be dual-track, namely building competency systematically through training, mentoring, and certification programs, while simultaneously creating a work ecosystem that supports work-life balance through flexible working hours policies, hybrid working options, and employee welfare programs. The lower average work-life balance score (3.87) compared to competency (4.12) indicates that work-life balance is the area that most requires organizational attention and intervention today.

This study has several limitations that should be acknowledged. The use of hypothetical simulation data limits direct generalization to real-world conditions, therefore replication with empirical data from the field is highly recommended. The sample size of 85 respondents from one or more organizations also limits generalization across sectors and industries. Furthermore, the R^2 value of 53.9% indicates that 46.1% of the performance variance remains unexplained by the model, opening opportunities for future research to explore mediating or moderating variables such as work motivation, employee engagement, transformational leadership, or organizational culture that could potentially strengthen or weaken the relationship between competency, work-life balance, and performance of millennial employees.

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