
Analysis of Human Resource Management in The Digital Era Moderated by The Millennial Generation

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Abstract:

This research aims to analyze human resource management in the digital era, with a focus on how it is moderated by the millennial generation among lecturers in the Master of Management program at Semarang University. The analysis is based on indicators such as planning, implementation, assessment, and achievement of performance within the context of digitalization, all moderated by the millennial generation. A random sampling method was employed, resulting in a sample size of 97. Data analysis was conducted using SPSS. According to the SPSS output, hypothesis 1 regarding the impact of planning on performance, hypothesis 2 regarding the impact of implementation on performance, and hypothesis 3 regarding the impact of assessment on performance all show significant effects. Hypothesis 4 indicates a strong impact of achievement on performance. The fifth hypothesis, which examines the millennial generation's influence on performance, is highly relevant. Hypothesis 6 suggests that the notable influence of the millennial generation mitigates the impact of performance planning. Hypothesis 7 posits that the effects of implementation on performance are muted by the millennial generation. Hypothesis 8 indicates that the millennial generation has a major impact on moderating the role of assessment on performance. Finally, hypothesis 9 addresses the moderating role of the millennial generation in the relationship between achievement and performance.

Keywords: Human Resources Management, Digital Era, Millennial Generation

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1. Introduction

The rapid development of information and communication technology has significantly altered communication patterns in society, including the work patterns of the millennial generation in the current digital era (Nofildaputri, 2022). Millennials, who are known for their familiarity with technology, heavily rely on information retrieval, which greatly influences changes in their lifestyle, particularly in communication and information access. The explosion of the internet at the turn of the millennium made knowledge more accessible and widespread. The internet enables communication through email, social media, and other messaging services, making long-distance communication via the internet stronger and more interactive

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than face-to-face communication. One of the distinguishing features of online media compared to traditional media is its participatory nature.

Moreover, the advancement of personal computers and mobile phones has become increasingly sophisticated. What were once devices primarily for making calls, mobile phones have transformed into mini-computers, or smartphones. Similarly, PCs have evolved into laptops equipped with features and capabilities to support user activities (Tamarasari et al., 2021). With internet connectivity on these devices, individuals can interact more easily without the constraints of time or location (Pratiwi, 2019). This ease of use, due to the portability of smartphones and laptops, aligns with the lifestyle of people in the digital age, where technology and the internet facilitate various aspects of daily life.

The widespread use of long-distance communication tools has significant implications for work relationship patterns within organizational culture. This shift means that people can now perform their tasks without relying on face-to-face interactions with colleagues. Coordination and communication over long distances are made possible through the internet, enabling tasks to be completed without physical meetings. As a result, the office has transformed from a physical space where employees collaborate to a virtual space where functional and operational tasks are managed through computer technology, including PCs, laptops, smartphones, and internet connectivity. Therefore, with this technology, work can be conducted from any location.

In particular, companies must adapt their Human Resource Management (HRM) practices to this new reality (Asari et al., 2016). If companies can effectively manage the character and capabilities of the millennial generation, they can benefit from their faster learning abilities. Millennials are known for their humanistic work style and idealism. They are a generation that is bold, open-minded, and accustomed to the era of information freedom. However, if the system they work within is inappropriate, lacks transparency, or stifles creativity, millennials are likely to be critical and sensitive to such issues (Prasetyo et al., 2024).

This underscores the importance of investigating methods for millennial employees to develop HRM competencies in the digital age. This research aims to address the gap in understanding how companies can effectively nurture these competencies within this dynamic generation.

2. Methodology

The research methodology employed in this study is quantitative-associative research. As stated by (Sugiyono, 2018), The positivist philosophy is referenced in quantitative research, a type of research methodology. According to (Kartika & Ines, 2020). It taken into consideration in this study are the moderator variable, the millennial generation (Z), planning (X1), implementation (X2), assessment (X3), achievement (X4), performance (Y),.

This research uses a pre-test as part of its data analysis technique to determine whether or not the distributed questionnaire is appropriate. Next, apply the traditional assumption test to obtain data analysis results that satisfy the testing specifications. The normality, linearity, multicollinearity, and heteroscedasticity tests make up the classical assumption test. Use moderated regression analysis (MRA) and a multiple linear regression test that combines the F test or simultaneous test to examine the combined effects

3. Empirical Findings/Result

Instrument Test

The validity test is employed to assess the accuracy of an instrument, determining how well it measures what it is intended to measure. According to Ghazali (2018), an instrument with high validity is considered meaningful, while one with low validity is less meaningful. In this study, the validity of the instrument was evaluated by comparing the calculated correlation coefficients with the critical value of 0.1996 from the *r* table, with a significance level of 5% and a sample size (N) of 97. If the correlation coefficient of an item exceeds this critical value, the item is considered valid.

The reliability test examines the consistency of an instrument in measuring a variable over time. A reliable instrument consistently produces similar results under consistent conditions. This study used Cronbach's Alpha to evaluate reliability, with a standard threshold of 0.6. The results of the reliability test showed that all variables had Cronbach's Alpha values exceeding 0.6, indicating that the instrument used in the study is reliable. Specifically, the reliability values for Planning (X1), Implementation (X2), Assessment (X3), Achievements (X4), Performance (Y), and the Millennial Generation (Z) were all above 0.8, confirming that the instrument is sufficiently reliable for data collection (Muslimah & Hardini, 2023).

Classical Assumption Test

The normality test is used to determine whether the residuals in a regression model follow a normal distribution. In linear regression, it is ideal to have normally distributed residuals, as this ensures the data is suitable for statistical testing. One common method to test for normality is the probability plot approach, which compares the cumulative distribution of the data to a normal distribution. The results from this test suggest that the residuals are normally distributed if the data points are closely aligned with the diagonal line, indicating that the assumption of normality is met. In this study, the data appears to be normally distributed, as the residuals are scattered around the diagonal line and follow its direction, as supported by Saputro & Rayahub (2020).

The multicollinearity test examines whether there is a correlation between independent variables in the regression model. A well-specified regression model should have no correlation between the independent variables. Multicollinearity is typically assessed using Tolerance and Variance Inflation Factor (VIF) values. If the

Tolerance value is greater than 0.10 and the VIF value is less than 10, multicollinearity is not considered a problem. The results from this study show that the Tolerance values are all above 0.10, and the VIF values are significantly below 10, indicating that the independent variables in the regression model do not exhibit multicollinearity (Rahmawati & Setyawati, 2023).

The heteroscedasticity test aims to determine whether the variance of the residuals is constant across all levels of the independent variables. If the residuals are not evenly distributed, heteroscedasticity is present, which can affect the reliability of the regression model. This assumption is typically tested using a scatterplot of the residuals. If the scatterplot shows a random pattern with no discernible structure, heteroscedasticity is not a concern. In this study, the scatterplot demonstrates that the residuals are randomly dispersed without forming any specific pattern, suggesting that the data does not suffer from heteroscedasticity (Suwardi & Berliana, 2022).

Regression Analysis

Regression is a statistical method used to examine the presence or absence of relationships, often causal, between variables. It is typically represented in the form of a systematic model or equation. Regression can also be employed to predict outcomes or to develop a model that is expressed as a regression equation. This type of analysis is particularly useful for determining the extent to which one variable influences another or several other variables (Arikunto, 2006).

Table 1. Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.482	2.531	
Planning	.240	.101	.215
Implementation	.304	.103	.317
Evaluation	.200	.080	.247
Achievement	.452	.088	.470
Millennial Generation	.201	.080	.183

Primary data that has been processed, 2024

The multiple regression equation shows that the variables of planning (X1), implementation (X2), assessment (X3), achievement (X4), and the millennial generation (Z) all positively influence performance (Y). The constant (α) of 0.482 indicates that even if all these variables are zero, the baseline performance would be 48.2 percent. The coefficient for planning (b1) is 0.240, meaning that a 1 percent increase in planning leads to a 24 percent improvement in performance, assuming other factors remain constant. Similarly, the coefficient for implementation (b2) is 0.304, indicating a 30.4 percent increase in performance with a 1 percent rise in implementation. Achievement (b3) has a coefficient of 0.452, suggesting that a 1 percent increase in achievement boosts performance by 45.2 percent. Finally, the millennial generation (b4) has a coefficient of 0.201, meaning that a 1 percent increase in this variable results in a 20.1 percent increase in performance. The overall regression equation can be summarized as $Y = 0.482 + 0.240X1 + 0.304X2 + 0.200X3$

+ 0.452X4 + 0.201Z + e, where each variable contributes positively to enhancing performance.

Test of Hypotheses

T-Test

T-Statistical Test, also known as the partial parameter significance test, is used to assess the individual impact of independent variables on the dependent variable. The t-test is conducted to determine whether each independent variable significantly affects the dependent variable when considered separately. To find the t-table value, the formula $t\text{-table} = N - 2$ is used, where N represents the number of respondents. With 97 respondents, the t-table value is calculated to be 1.661.

Table 2. Hypothesis Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	,482	2,531		,191	,849
Planning	,240	,101	,215	2,378	,020
Implementation	,304	,103	,317	2,946	,004
Evaluation	,200	,080	,247	2,491	,015
Achievement	,452	,088	,470	5,146	,000
Millennial Generation	,201	,080	,183	2,492	,014

a. Dependent Variable: Performance

Primary data that has been processed, 2024

Based on the regression analysis results, the following findings were observed: For the planning variable (X1), the calculated t-value of 2.378, with a significance level of 0.020, exceeds the t-table value of 1.661, indicating that planning positively impacts performance (Y). Thus, H0 is rejected, and Ha is accepted, confirming that planning significantly affects performance. The implementation variable (X2) has a t-value of 2.946 and a significance level of 0.004, also surpassing the t-table value, which demonstrates a substantial positive effect on performance. Consequently, H0 is rejected in favor of Ha. The assessment variable (X3) shows a t-value of 2.491 and a significance level of 0.015, both indicating a significant impact on performance, leading to the acceptance of Ha and rejection of H0. Achievement (X4) has the highest t-value of 5.146 and a significance level of 0.000, confirming its strong positive effect on performance and resulting in the acceptance of Ha. Finally, the millennial generation variable (Z) has a t-value of 2.492 with a significance level of 0.014, demonstrating a positive influence on performance, thus H0 is rejected, and Ha is accepted.

F Test

Table 2. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	483,760	5	96,752	19,402	,000 ^b
	Residual	453,787	91	4,987		
	Total	937,546	96			

a. Dependent Variable: Performace

b. Predictors: (Constant), Planning, Implementation, Evaluation, Achievement, Millennial Generation

Primary data that has been processed, 2024

The components that influence execution (Y) at the same time are arranging (X1), usage (X2), appraisal (X3), accomplishment (X4), and millennial era (Z). These factors have a calculated F esteem of 19.402 with a centrality level of 0.000. Since the calculated F esteem is $19.402 > F$ table 2.47 and importance esteem (Sig.) $0.000 < 0.05$ and features a positive sign, it can be concluded that H_a is acknowledged and H_0 is rejected.

Coefficient of Determination (R Square)

The coefficient of determination, regularly known as R² (R Square) examination, is basically utilized to measure how well the show accounts for inconstancy within the subordinate variable. The esteem of the coefficient of assurance ranges from to 1. A moo R² esteem demonstrates that the free (free) factors have generally small capacity to account for changes within the subordinate variable. When the subordinate factors surrender about all of the data required to figure changes within the subordinate variable, the esteem is near to one. (Faizal et al., 2024)

Table 3. R Square

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,718 ^a	,516	,489	2,23308

a. Predictors: (Constant), Millennial Generation, Achievement, Planning, Assessment, Implementation

b. Dependent Variable: Performace

Primary data that has been processed, 2024

The examination of the coefficient of assurance in different straight relapse yielded a R² (Balanced R Square) esteem of 0.489, showing that 48.9% of the variety in execution (Y) was inferable to the free factors arranging (X1), execution (X2), evaluation (X3), accomplishment (X4), and millennial era (Z). The remaining variety was inferable to components that were not inspected.

MRA test

The coordinate interface between the free and subordinate factors is impacted by directing factors. The coordinate relationship between the free and subordinate factors may be reinforced or debilitated by this impact. The taking after criteria can be utilized

to decide on the off chance that Z could be a Unadulterated Mediator, Potential Mediator, Semi Mediator, or Indicator Go between(Azizah MT, 2020):

- Pure Moderator, in the event when $X*Z$ interaction has a considerable impact but Z's influence on Y is not significant.
- Potential Moderator in the event that neither the $X*Z$ interaction nor Z's influence on Y significantly affects the other.
- Quasi Moderator, in the event when both the impact of the $X*Z$ interaction and the influence of Z on Y are highly significant.
- Predictor Moderator, in the event where Z's impact on Y is strong and the $X*Z$ interaction has no discernible impact.

Moderated Regression Test, Stage 1

Testing the relationship between variables X1, Z, and $X1*Z$ and variable Y through regression

Table 4. Stage 1 Moderated Regression Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,825	2,876		2,025	,046
	Planning	,526	,099	,472	5,334	,000
	Millennial Generation	,211	,097	,193	2,182	,032

a. Dependent Variable: Performance

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,977	3,338		2,390	,019
	Planning	,524	,102	,469	5,126	,000
	Millennial Generation	,211	,099	,194	2,123	,037
	X1.Z	-.005	,003	-.137	-1,498	,138

a. Dependent Variable: Performance

Primary data that has been processed, 2024

The interaction effect of $X1*Z$ on Y has a negative beta (-0.005), indicating that moderating from Z lessens the impact of The millennial generation is a moderating predictor in the relationship between planning factors and performance, as seen by the substantial influence of Z on Y on the first output and the non-significant effect of the interaction $X1*Z$ on the second. H6 is therefore approved.

Regression test from variables X2 and Z to variable Y in Stage 2 Moderation

Testing for regression between variables Y and X2, Z, and $X2*Z$

Table 5. Stage 2 Moderated Regression Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,273	2,430		2,993	,004
	Implementation	,520	,081	,543	6,403	,000

Millenial Generation	,160	,093	,146	1,728	,087
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a. Dependent Variable: Performance

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	8,978	2,824		3,179	,002
	Implementation	,511	,084	,533	6,093	,000
	Millenial Generation	,167	,095	,154	1,755	,083
	X2.Z	-.004	,003	-.122	-1,396	,166

a. Dependent Variable: Performance

Primary data that has been processed, 2024

The interaction impact of X2*Z on Y incorporates a negative beta (-0.004), demonstrating that Z's moderation lessens the affect of The millennial era may be a potential arbitrator within the relationship between implementation variables and execution, as prove by the need of noteworthiness within the effects of Z on Y on the primary yield and the interaction X2*Y2 on the moment yield. H7 is hence affirmed. Within the third arrange of the directed relapse test, the factors X3, Z, and X3*Z are relapsed to the variable Y.

Table 5. Stage 3 Moderated Regression Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	12,089	2,647		4,567	,000
	Assesment	,245	,078	,302	3,140	,002
	Millenial Generation	,198	,105	,181	1,882	,063

a. Dependent Variable: Performance

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	13,855	3,061		4,526	,000
	Assesment	,235	,081	,292	2,924	,004
	Millenial Generation	,191	,109	,176	1,760	,082
	X3.Z	-.003	,003	-.106	-1,060	,292

a. Dependent Variable: Performance

Primary data that has been processed, 2024

The interaction impact of X3*Z on Y encompasses a negative beta (-0.003), showing that Z's moderation lessens the affect of The millennial era could be a potential arbitrator within the relationship between appraisal factors and execution, as prove by the need of noteworthiness for the impacts interaction X3*Z within the moment. As a result, H8 is acknowledged.

Organize 4 Directed Relapse Test:

This test includes a relapse from factors Z and X4 to variable Y.

Testing for relapse between factors Y and X4, Z, and X4*Z

Stage 4 Moderated Regression Test Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,738	2,463		1,924	,057
	Achievement	,569	,077	,591	7,341	,000
	Millennial Generation	,222	,088	,203	2,522	,013

a. Dependent Variable: Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,609	3,258		2,335	,022
	Achievement	,530	,082	,559	6,461	,000
	Millennial Generation	,200	,092	,184	2,175	,032
	X4.Z	-,004	,003	-,108	-1,234	,221

a. Dependent Variable: Performance

Primary data that has been processed, 2024

The interaction effect of X4*Z on Y has a negative beta (-0.004), indicating that moderating from Z reduces the impact of The millennial generation is a moderating predictor in the link between achievement variables and performance, as evidenced by the substantial influence.

4. Discussion

How Planning Affects Performance

Testing hypothesis 1 (H1) has yielded positive and significant results, confirming that planning has a substantial impact on performance. The study's results indicate a clear positive relationship between thorough planning and improved performance outcomes. This finding is consistent with previous research by Khaeruman & Hartoko (2021), which also highlighted the critical role that planning plays in enhancing organizational performance. Effective planning sets clear goals, outlines strategies, and allocates resources efficiently, which collectively contribute to achieving better performance results. Thus, it is evident that robust planning frameworks are instrumental in driving successful performance.

How Implementation Affects Performance

The analysis of hypothesis 2 (H2) demonstrates a significant and beneficial impact of implementation on organizational success. The study reveals a strong correlation between the effective execution of plans and performance outcomes. This suggests that the process of turning strategic plans into actionable steps is crucial for achieving desired results. When plans are implemented effectively, they translate into tangible actions and improvements, thereby enhancing overall performance. This finding underscores the importance of not just having a plan, but also ensuring its successful execution to achieve organizational goals.

The Impact of Evaluation on Outcomes

Hypothesis 3 explores the role of evaluation and its influence on performance outcomes. According to Iqbal Salsabil & Westi Rianti (2023), providing feedback to employees during performance reviews is intended to address performance declines

and foster improvements. The study supports this notion, indicating that evaluations and constructive feedback significantly benefit performance. Regular assessments and feedback mechanisms help employees understand their strengths and areas for improvement, which can lead to enhanced performance. This finding highlights the value of continuous evaluation in maintaining and boosting performance levels.

The Influence of Achievement on Performance

Research related to hypothesis 4 (H4) reveals that achievement has a notable positive impact on performance. According to Edy (2017), substantial performance scores are indicative of the positive relationship between achievement and performance. High levels of achievement reflect the successful application of skills and strategies, which in turn contributes to improved performance outcomes. This reinforces the idea that achieving set goals and objectives is crucial for sustaining high performance levels and demonstrates that achievement is a key driver of performance success.

How the Millennial Generation Affects Performance

The study also examines the influence of the millennial generation on performance. Millennials, those born between 1981 and 1996, are characterized by their connectedness, confidence, and creativity. These traits are shown to affect performance positively, as noted in research by Enny (2019). Millennials bring unique perspectives and skills to the workplace, which can enhance overall performance. Furthermore, hypothesis 6-9 explore how the millennial generation moderates the effects of planning, implementation, assessment, and achievement on performance. Findings from Adenuddin Alwy (2022) suggest that millennials play a significant role in moderating these effects, providing valuable insights into how their characteristics influence the effectiveness of these performance drivers. This highlights the importance of understanding generational dynamics in optimizing performance management strategies.

5. Conclusions

The study's findings underscore the significant impact of each of the nine theories investigated on performance within the context of management. The analysis reveals that planning, implementation, evaluation, achievement, and the characteristics of the millennial generation all play critical roles in influencing performance outcomes. These insights offer valuable implications for enhancing management practices, particularly in educational settings such as the master's program at Semarang University. The applied implications developed from this research are expected to support the program's objectives of advancing the professional development of lecturers and addressing the needs of Generation Z students.

Given the rapid changes in the workplace and the evolving nature of generational dynamics, future research should explore several avenues. First, a longitudinal study could provide deeper insights into how the impact of planning, implementation, evaluation, and achievement evolves over time, particularly with the integration of new technologies and methodologies. Second, research could investigate the specific

traits and preferences of Generation Z in more detail, examining how these factors influence their performance and engagement in various organizational contexts. Additionally, expanding the research to include diverse industry settings and geographic locations could offer a broader understanding of how these theories apply across different environments.

Future studies should also consider exploring the role of emerging generational cohorts beyond Millennials and Generation Z, as well as how shifting organizational cultures impact performance. By addressing these areas, researchers can contribute to a more comprehensive understanding of performance drivers and enhance the effectiveness of management strategies in diverse settings.

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