

The Influence of Millennial Employee Competence Improvement Strategies on Bank Performance Through Humanity Learning Programs

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ABSTRACT

The banking industry is currently facing the demands of the digitalization era, and the Millennial generation, as the majority of employees in the company, plays a crucial role in managing and making decisions for the continuity of the bank's business. In addition to the demands of digitalization, human resource skills play a strategic role in all positions within the company. For a bank to run smoothly, these human resource skills need to be accompanied by a learning strategy to improve the competency of millennial employees through a humanistic strategy implementation strategy so that the learning implementation can run smoothly and prudently. This study analyzes the Business Performance overview, which includes Digitalization Demands, Human Resource Skills, Millennial Employee Competency Improvement Strategies, and the Humanity Learning Program that influences it using a quantitative approach with descriptive and verification research types. The study population consisted of 544 regional offices, branches, and sub-branches of Bank BJB, which served as the analysis unit. Sampling used the Slovin method with 134 respondents. The research instrument used a questionnaire, and data analysis techniques to determine the correlative relationship in this study used the Covariance-Based Structure Equation Model. The results of the study show that the Demand for Digitalization with the dominant dimension of Digitalization Trends, Human Resource Skills with the dominant dimension of Digital Skills, and Millennial Employee Competency Improvement Strategy with the dominant dimension of Millennial Competency Development mediated by the Humanity Learning Program with the dominant dimension of Talent Development Program, significantly influence the Bank's Business Performance.

1. Introduction

A country's financial and economic system will also run smoothly and efficiently if supported by bank business performance that aligns with internal and external factors. Internal factors can include each bank's individual competitiveness, while external factors can include the country's overall macroeconomic and financial conditions. Each bank's competitiveness can differ depending on its unique characteristics and strengths. The

banking sector plays a crucial role in a country's economic development and acts as an intermediary institution. One measure of banking performance is its soundness. A bank's soundness is a crucial aspect that banks and stakeholders must understand. The better a bank's soundness, the more optimal its function as an intermediary institution, increasing its value. (Suwinto, 2020; Hake & Agustin, 2019).

Financial institutions are moving quickly and decisively to face the realities of the future of work as a result of the past Covid-19 pandemic, which has now been declared endemic. This includes new work environments, new ways of collaborating, new digital skills, and new methods of leveraging technology to enhance competency. The banking industry needs to rethink its strategy on how to get work done and how to serve customers with adequate competency. Research including feedback from nearly 300 financial services industry executives found that: (Marous, 2020).

1. While working from home initially presented challenges, many of these challenges have eased since the COVID-19 pandemic began.
2. 81% of financial institution executives believe there will be greater opportunities for remote work in the future.
3. 72% of banking executives believe there is a moderate or significant threat of a skills gap.
4. 75% of respondents feel there has been little or no progress in upskilling for digital or technical needs.

Each learning program in the banking industry has an evaluation model adopted from various approaches. The results of a micro-learning evaluation conducted in the banking industry in Uzbekistan revealed two issues: a lack of knowledge and experience sharing between facilitators and participants. This was evidenced by the learning outcomes and employee productivity in marketing banking products, both in terms of fund distribution and fundraising. The learning evaluation results were inversely proportional, with a learning evaluation score of 3.22 out of 4.00. However, in practice, sales for loans (fund distribution) only increased by $\pm 3\%$, while sales for savings (fund collection) decreased by $\pm 4-7\%$. (Madden & Govender, 2020; Davlatbayevich, Tashmanov & Ikram, 2023).

Improving employee competency can increase employee productivity, supported by a positive work culture and strong commitment to the organization within an industry. This is consistent with research conducted on the impact of learning on employee competency in order to improve the performance of the banking industry in Palestine, based on questionnaire results from 10 (ten) banks and 290 selected respondents. The results showed a significant relationship between learning activities and delivery and employee productivity. (Hindardjo & Pratama, 2022; Daqar & Constantinovits, 2021).

As the largest Regional Development Bank in Indonesia with the call name bank bjb, the vision that has been proclaimed is to Become Your Main Choice Bank with the tagline "Tandamata Untuk Negeri" has gone through a long journey for 63 years. The mission of bank bjb is to contribute and participate as a driver and driver of the regional economy, to be the main partner of the regional government in financial management, to provide the best service to customers, to provide the best and sustainable benefits to stakeholders, to increase financial inclusion to the community through banking digitalization. bank bjb is classified as a KBMI bank (Core Capital Bank Group) category 2.

When evaluating employee productivity, it is important to set individual goals, which are considered Key Performance Indicators (KPIs), and to monitor and control work processes

in accordance with the agreed KPI measures. Performance measurements are carried out quarterly throughout the year to motivate employees to work better and continue to grow through quality work processes to achieve more optimal work goals and ultimately support the achievement of bank bjb's performance in a sustainable manner. One component of the performance assessment that will be assessed is the determination of the performance level which is divided into four levels as shown in Figure 1, namely as follows:

No	Performance Level/ Talent Class	Predicate	Explanation
1	PL 1 / Star	Very Good	Shows excellent performance
2	PL 2 / Potential	Good	Shows good performance
3	PL 3 / Contributor	Fair	Shows sufficient performance
4	PL 4 / Starter & Unfit	Need Improvement	Shows performance that needs improvement

Figure 1. Determination of Performance Level / Talent Class at Bank bjb

bjb University as a Corporate University implements a Learning Management System (LMS) as one of the implementations of digital transformation in managing organizational learning business processes and improving the competency of bank bjb employees. In addition, the LMS is an implementation of digital transformation at bank bjb in digitizing the end-to-end learning business process including the implementation of learning evaluations so that it is hoped that with a faster and more accurate business process, the process of developing the competency of bank bjb employees can be carried out more systematically and according to needs so that it is expected to improve business performance.

Researchers suggest that the Millennial Employee Learning Model Strategy is an important and relatively under-researched variable in improving Banking Performance, supported by theories and previous studies. Furthermore, in order for the formulation of the Millennial Employee Learning Model Strategy to be effective, it needs to be supported by an implementation strategy that suits the characteristics of Millennial generation employees, namely the Humanity Learning Program by first identifying the external and internal environmental situations. In this study, the external environment to be studied is the Demand for Digitalization that is in line with the era of digital transformation and artificial intelligence, while the internal environment to be studied is Human Resource Skills which are the spearhead and backbone of the banking industry.

The researcher proposes a research model for improving banking business performance through 5 (five) strategic variables that will be used in this research, namely Digitalization Demands, Human Resource Skills, Millennial Employee Competency Improvement Strategy, Humanity Learning Program and Business Performance where the researcher believes that this research model has not existed / has never been carried out by previous researchers so that it is hoped that it can produce Research Novelty that is different from previous research.

Based on the problem formulation that has been described, the aim of this research is to find out, dig up data, study, analyze, and understand how:

1. What is the picture of digitalization demands, human resource skills, strategies for improving the competency of millennial employees, humanity learning programs and business performance.
2. How big is the influence of digitalization demands on business performance.
3. How big is the influence of human resource skills on business performance.

4. How big is the influence of the strategy for increasing the competency of millennial employees in parallel mediating the influence of digitalization demands on business performance.
5. How big is the influence of the humanity learning program in parallel mediating the influence of digitalization demands on business performance.
6. How big is the influence of the strategy for increasing the competency of millennial employees in parallel mediating the influence of human resource skills on business performance.
7. How big is the influence of the humanity learning program in parallel mediating the influence of human resource skills on business performance.
8. How big is the influence of the strategy for improving the competency of millennial employees and the Humanity learning program in mediating the serial influence of digitalization demands on business performance.

2. Method

2.1. Research Methods

This study uses a strategic management approach, specifically in analyzing business performance. Three types of variables are used as research objects. A variable is anything that has a different or varying value. The units of analysis used as respondents in this study were all Regional Offices, Branches, and Sub-Branches at a Regional Development Bank. This unit of analysis was selected based on its relatively homogeneous characteristics as the holder of authority, as well as users and bottom-up strategic decisions and executors of learning in regional offices, branches, and sub-branches, thus aligning with the research theme of strategic management, which is taken from the perspective of improving the competency of its managed employees. This study was conducted over a period of less than twelve months, therefore the research method used was cross-sectional, namely a research method through studying objects at a specific point in time (long-term and not continuous). This study is also cross-sectional or one-shot of the research subjects, which will be studied in one time period only once (Maholtra, 2010).

2.2. Population and Sampling

In this study, the unit of analysis in this study is all regional offices and branch offices at bank bjb with respondents being Regional Office Leaders, Branch Office Leaders and KCP Leaders in all Regional Offices and Branches. The characteristics of the analysis unit attributes studied at bank bjb tend to be homogeneous as holders of authority as well as users and also bottom-up strategic decisions and executors of learning in branch offices and sub-branch offices so that it is in line with the theme of strategic management research which is taken from the perspective of improving the competence of its managed employees.

The number of branch office networks that were the subject of the research was 866 (eight hundred and sixty six) Office Networks. The sample in this research was obtained using the Slovin sampling technique, so that the number of samples taken as respondents in this research was at least 1 (one) regional leader, 10 (ten) Branch Office Leaders and 123 (one hundred and twenty three) Assistant Branch Office Leaders, with a total of 134 (one hundred and thirty four) respondents.

2.3. Data Analysis Techniques

In testing the hypothesis with statistical tests and relying on the presentation of the research variable behavior, verification analysis is used. The information analysis technique used to determine the correlative relationship in this research is the Structural Equation Modeling

(SEM) through the AMOS (Analysis of Moment Structures) / Lisrel (Linear Structural Relationship) and SPSS (Statistical Product & Service Solutions) applications. The descriptive analysis used is the frequency distribution and the average value of the answer scores which will be interpreted into a continuum line. The average value obtained is then interpreted using the provisions of the continuum line obtained from the following calculation.

Data analysis techniques are a way of processing, measuring, and analyzing data related to hypothesis testing. The purpose of data processing is to test hypotheses formulated in research. Therefore, data analysis techniques are used to test hypotheses, answer proposed problems, and provide useful information.

A questionnaire is the research tool used in this study. The researcher created the questionnaire using the variables in the study. Several steps were taken in the data analysis process, including:

1. Collecting data: this stage aims to check the overall identity of respondents, completeness and filling in of data in line with what is expected from the research.
2. Sorting data: this stage is carried out to check the integrity and validity of the data that has been collected.
3. Data tabulation: using the following steps:
 - a. Inputting data into office application programs
 - b. Give a value or score to each item
 - c. Add up the values or scores for each item
 - d. Compile a ranking of values or scores for each research variable
4. Testing

To test the hypothesis, the analytical method used in this quantitative research is a verification analysis method, so path analysis is conducted. The percentage interpretation criteria obtained from 0% to 100% are used to categorize the output of this calculation.

3. Results and Discussion

3.1. Verification Analysis Results

The research data sourced from the questionnaire is a number of scores obtained from respondents' answers to questions or statements related to indicators of several variables: Digitalization Demands (X1), Human Resource Skills (X2), Millennial Employee Competency Improvement Strategy (Y1), Humanity Learning Program (Y2), and Business Performance (Z). Structural Equation Modeling (SEM) analysis is used for these variables. Structural Equation Modeling is a combination of two statistical concepts: factor analysis as a measurement model and path analysis as a structural model and a model that describes the causal relationship between exogenous variables (causal variables) and endogenous variables (effect variables). In structural equation model analysis, the relationship between research variables is based on latent variables that have good manifest (observed variables). Using the AMOS program application, the level of significance of each causal relationship coefficient can be tested and the relationship between the theoretical model and research data will be tested. The SEM model used in this study is.

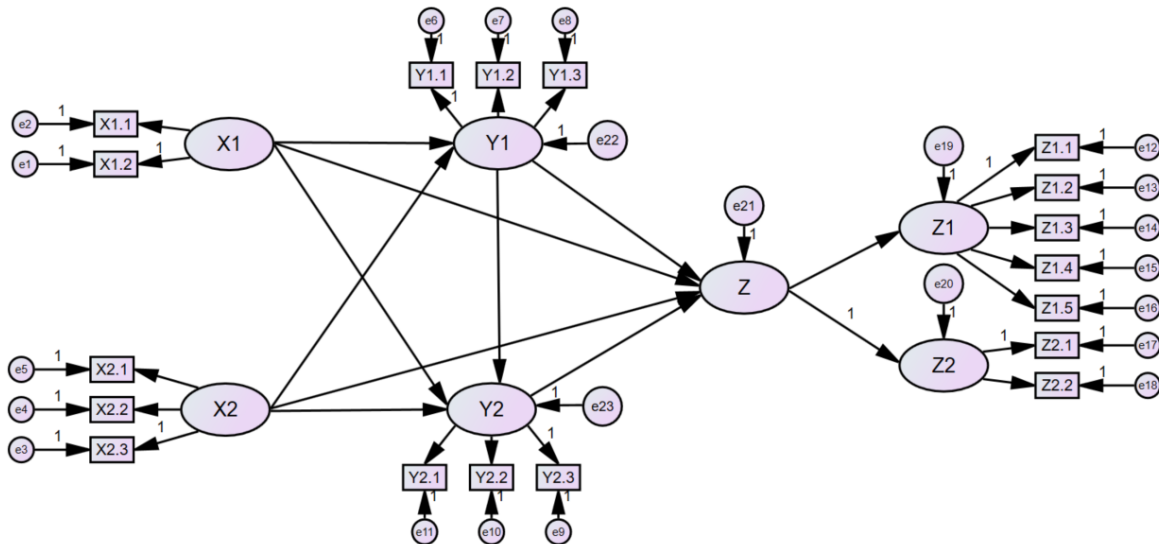


Figure 2. SEM Model Diagram Concept

For the next stage, measurement evaluation testing was carried out using Confirmatory Factor Analysis (CFA), then continued with structural model analysis.

The following are the results of CR, AVE, and loading factors for each variable and/or indicator based on the measurement model.

Table 1. Loading Factor : The Construct of Digitalization Demands

Model Pengukuran	λ_i	λ^2_i	ϵ_i
X1.1 <--- X1	0,910	0,828	0,172
X1.2 <--- X1	0,978	0,956	0,044
Jumlah	1,888	1,785	0,215

Source: Data Processing (2025)

Table 2 Loading Factor : Human Resource Skills Construct

Model Pengukuran	λ_i	λ^2_i	ϵ_i
X2.1 <--- X2	0,970	0,941	0,059
X2.2 <--- X2	0,907	0,823	0,177
X2.3 <--- X2	0,955	0,912	0,088
Jumlah	2,832	2,676	0,324

Source: Data Processing (2025)

Table 3. Loading Factor : Constructing a Strategy to Improve Millennial Employee Competence

Model Pengukuran	λ_i	λ^2_i	ϵ_i
Y1.1 <--- Y1	0,985	0,970	0,030
Y1.2 <--- Y1	0,960	0,922	0,078
Y1.3 <--- Y1	0,932	0,869	0,131
Jumlah	2,877	2,760	0,240

Source: Data Processing (2025)

Table 4. Loading Factor : Humanity Learning Program Construct

Model Pengukuran	λ_i	λ^2_i	ε_i
Y2.1 <--- Y2	0,954	0,910	0,090
Y2.2 <--- Y2	0,960	0,922	0,078
Y2.3 <--- Y2	0,748	0,560	0,440

Source: Data Processing (2025)

Table 5. Loading Factor :Business Performance Construct Based on Financial Performance

Model Pengukuran	λ_i	λ^2_i	ε_i
Z1.1 <--- Z1	0,938	0,880	0,120
Z1.2 <--- Z1	0,988	0,976	0,024
Z1.3 <--- Z1	0,964	0,929	0,071
Z1.4 <--- Z1	0,908	0,824	0,176
Z1.5 <--- Z1	0,925	0,856	0,144
Jumlah	4,723	4,465	0,535

Source: Data Processing (2025)

Table 6. Loading Factor : Business Performance Construct Based on Non Financial Performance

Model Pengukuran	λ_i	λ^2_i	ε_i
Z2.1 <--- Z2	0,865	0,748	0,252
Z2.2 <--- Z2	0,895	0,801	0,199
Jumlah	1,760	1,549	0,451

Source: Data Processing (2025)

The resulting loading factor (λ) value will be used to calculate the composite reliability coefficient or CR and AVE using the formula below.

$$CR = \frac{(\sum_{i=1}^n \lambda_i)^2}{(\sum_{i=1}^n \lambda_i)^2 + \sum_{i=1}^n \varepsilon_i}$$

$$AVE = \frac{\sum_{i=1}^n \lambda^2_i}{n}$$

Based on the test results, the results obtained showed that all indicators had good construct validity and all variables had good construct reliability.

Next, in the structural model evaluation stage, hypothesis testing and GoF model testing were conducted. Because the initial model results produced GoF testing that did not fit all dimensions, the model was then modified using the M.I (Modification Indices) value. Model modification was carried out by correlating errors with large M.I values (in the process, those with the largest to the smallest M.I values were selected). The following are the results of the final model testing after the model modification.

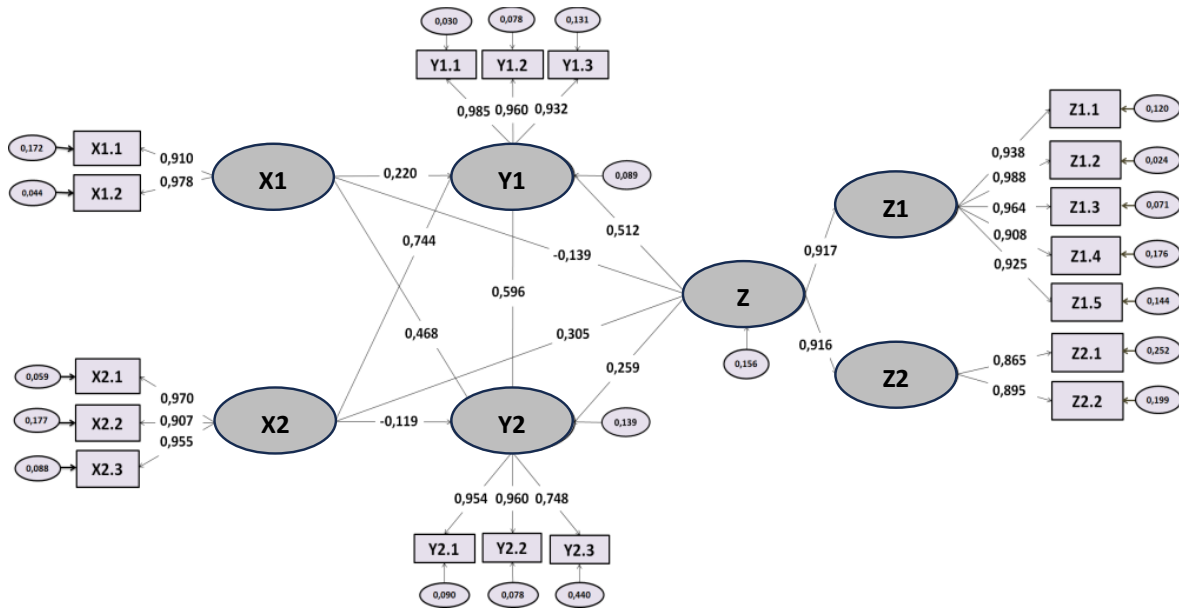


Figure 3. Path Coefficient

The results obtained from data processing using the SEM method using IBM SPSS AMOS 27 software are as follows.

Table 7. Estimation Results

	Estimate	S.E.	C.R.	P	Label
Y1 <--- X1	.224	.113	1.976	.048	par_13
Y1 <--- X2	.744	.115	6.557	***	par_14
Y2 <--- X2	.719	.172	1.535	.042	par_15
Y2 <--- X1	.468	.126	2.858	.004	par_16
Y2 <--- Y1	.596	.158	2.880	.004	par_22
Z <--- X1	-.139	.157	-.797	.426	par_17
Z <--- X2	.305	.186	1.473	.041	par_18
Z <--- Y1	.512	.173	2.623	.009	par_20
Z <--- Y2	.359	.147	2.048	.041	par_21

Source: Data Processing (2025)

Based on the table above, the following structural equations are obtained:

$$Y_1 = 0,220 X_1 + 0,744 X_2 + 0,082$$

$$Y_2 = 0,468 X_1 - 0,119 X_2 + 0,596 Y_1 + 0,139$$

$$Z = -0,139 X_1 + 0,305 X_2 + 0,512 Y_1 + 0,259 Y_2 + 0,156$$

Based on the structural model equation above, it is known that:

The r-square value for the HR Competency Improvement Strategy variable is 0.911, meaning that the demands of digitalization and HR skills have a 91.1% influence on the HR competency improvement strategy. The r-square value for the Humanity Learning Program variable is 0.861, meaning that the demands of digitalization and HR skills have an 86.1% influence on the humanity learning program through the HR competency improvement strategy. The r-square value for the Business Performance variable is 0.844, meaning that the demands of digitalization and HR skills have an 84.4% influence on business performance through the HR competency improvement strategy and humanity learning

program. While the remaining 15.6% is the influence of other factors not examined in this study.

By using the results of Table 7 above, the research hypothesis can be tested. Hypothesis testing in this study was carried out using path coefficients, t-values, and p-values. To assess the significance and prediction in hypothesis testing, the path coefficients and t-values can be seen (Kock, N. 2016).

According to Kock, N. (2016), with a 95% confidence level (alpha 5%), two-sided, the following t-table values were obtained:

1. If the t-statistic value is ≥ 1.96 (used for direct influence), then H0 is rejected and H1 is accepted.
2. If the t-statistic value is < 1.96 (used for direct influence), then H0 is accepted and H1 is rejected.

Table 8 below is a summary of the results of the hypothesis test:

Table 8. Hypothesis Test Results

Hypothesis	Variabel	Result
H1	Tuntutan Digitalisasi (X1) \rightarrow Business Performance (Z)	No Significant Impact
H2	Human Resources Skills (X2) \rightarrow Business Performance (Z)	Significant Influence
H3	Demands for Digitalization (X1) \rightarrow Strategies for Improving Millennial Employee Competence (Y1) \rightarrow Business Performance (Z)	Significant Influence
H4	Demands for Digitalization (X1) \rightarrow Humanity Learning Program (Y2) \rightarrow Business Performance (Z)	Significant Influence
H5	Human Resources Skills (X2) \rightarrow Strategies for Improving Millennial Employee Competence (Y1) \rightarrow Business Performance (Z)	Significant Influence
H6	Human Resources Skills (X2) \rightarrow Humanity Learning Program (Y2) \rightarrow Business Performance (Z)	Significant Influence
H7	Demands for Digitalization (X1) \rightarrow Strategies for Improving Millennial Employee Competence (Y1) \rightarrow Humanity Learning Program (Y2) \rightarrow Business Performance (Z)	Significant Influence
H8	Human Resources Skills (X2) \rightarrow Strategies for Improving Millennial Employee Competence (Y1) \rightarrow Humanity Learning Program (Y2) \rightarrow Business Performance (Z)	Significant Influence

3.2. Discussion of Verification Research Analysis Results

The following is a discussion of the verification of the analysis results that have been carried out:

1. Discussion of Digitalization Demands (X1) influence on Business Performance (Z)
Based on the results of the first hypothesis test, it was found that digitalization demands have an insignificant impact on business performance. This result indicates that understanding and fulfilling digital aspects have a less significant impact on the company's performance, both financial and non-financial. While bank bjb successfully fulfills digital adaptation and follows digitalization trends well, this does not automatically improve company performance. Thus, adapting to digitalization demands does not have a direct impact on improving company performance. Successful adaptation to digitalization demands reflects Bank bjb's ability to adapt to digital transformation. The insignificant results in this study emphasize the need for other factors, including the quality of the digital learning programs implemented. Therefore, Bank bjb needs to continue transforming to face future challenges.
2. Discussion of Human Resource Skills (X2) influence on Business Performance (Z)
Based on the results of the second hypothesis test, it was found that HR skills have a significant influence on business performance. This result indicates that employee competency significantly impacts the company's performance, both financial and non-financial. When bank bjb successfully develops high employee competency, this

automatically improves company performance. Therefore, fulfilling competencies, including digital skills, soft skills, and hard skills, directly impacts company performance. Successfully fulfilling competencies, including digital skills, soft skills, and hard skills, reflects bank bjb's ability to effectively implement learning. The significant results of this study confirm that good employee skills contribute to good company performance. Therefore, bank bjb needs to continue transforming to face future challenges.

3. Discussion of Strategies for Improving Millennial Employee Competence (Y1) mediates in parallel the influence of Digitalization Demands (X1) on Business Performance (Z)
Based on the results of the third hypothesis test, it was found that the demands of digitalization through Millennial employee competency improvement strategies significantly influence business performance. These results indicate that understanding and fulfilling digital aspects are crucial for company performance. When bank bjb successfully adapts to digitalization trends and develops effective employee competency improvement strategies, this not only improves the quality of learning but also the company's overall performance. The impact is evident in the competency improvement strategies for Millennial employees. Therefore, adapting to digitalization demands and fulfilling competencies, including digital skills, soft skills, and hard skills, can be a key strategy for achieving strong company performance.
Successful adaptation to digitalization demands and competency improvement strategies, including digital skills, soft skills, and hard skills, reflects bank bjb's ability to adapt to digital transformation. The significant results of this study emphasize the importance of digital adaptation and fulfilling competencies, particularly digital skills, soft skills, and hard skills, especially in the Industry 5.0 era. Therefore, bank bjb needs to continue investing in a learning curriculum that accommodates digital adaptation to effectively and sustainably respond to company progress.
4. Discussion of the Humanity Learning Program (Y2) mediates in parallel the influence of Digitalization Demands (X1) on Business Performance (Z)
Based on the results of the fourth hypothesis test, it was found that the Demands of Digitalization through the Humanity Learning Program significantly impacted Business Performance. This result indicates that understanding and fulfilling digital aspects is crucial for company performance. When bank bjb successfully adapts to digitalization trends and develops a sound employee learning implementation strategy, this not only improves learning quality but also overall company performance. The impact is evident in the strategy for improving the competency of Millennial Employees. Therefore, adapting to digitalization demands and a sound implementation strategy can be key to achieving strong company performance.
Successful adaptation to digitalization demands and implementation strategies, including the banking academy, talent development program, and certification program, reflects bank bjb's ability to adapt to digital transformation. The significant results of this study emphasize the importance of digital adaptation and implementation strategies, including the banking academy, talent development program, and certification program, especially in the Industry 5.0 era. Therefore, bank bjb needs to continue investing in a learning curriculum that accommodates digital adaptation to effectively and sustainably respond to company progress.
5. Discussion of Strategies for Improving Millennial Employee Competence (Y1) mediates in parallel the influence of HR Skills (X2) on Business Performance (Z)
Based on the results of the fifth hypothesis test, it was found that HR skills through the Millennial Employee Competency Improvement Strategy significantly impact business performance. This result indicates that competency fulfillment and company performance

are important. When bank bjb successfully fulfills competency requirements for digital skills, soft skills, and hard skills, and develops a sound employee competency improvement strategy, this not only improves the quality of learning but also the company's overall performance. The impact is evident in the Millennial Employee competency improvement strategy. Therefore, fulfilling competencies, including digital skills, soft skills, and hard skills, along with the strategy for fulfilling these competencies, can be key to achieving strong company performance.

Successful adaptation of the competency improvement strategy reflects bank bjb's ability to fulfill its employees' competencies. The significant results of this study emphasize the importance of digital adaptation and competency fulfillment, particularly digital skills, soft skills, and hard skills, especially in the Industry 5.0 era. Therefore, bank bjb needs to continue investing in a learning curriculum that accommodates digital adaptation to effectively and sustainably respond to company progress.

6. Discussion of the Humanity Learning Program (Y2) mediating in parallel the influence of HR Skills (X2) on Business Performance (Z)

Based on the results of testing the sixth hypothesis, it was found that HR skills through the Humanity Learning Program significantly influence business performance. When bank bjb successfully fulfills competencies in digital, soft, and hard skills and develops a sound employee learning implementation strategy, this not only improves learning quality but also overall company performance. The impact is evident in the competency improvement strategy for Millennial Employees. Therefore, fulfilling competencies, including digital, soft, and hard skills, and implementing their strategies can be key strategies for achieving strong company performance.

Successful adaptation of competency improvement strategies, including digital, soft, and hard skills, and their implementation strategies, reflects bank bjb's ability to adapt to digital transformation. The significant results of this study emphasize the importance of digital adaptation and implementation strategies, including banking academies, talent development programs, and certification programs. Therefore, bank bjb needs to continue investing in a learning curriculum that accommodates digital adaptation to effectively and sustainably respond to company progress.

7. Discussion of Millennial Employee Competency Improvement Strategy (Y1) and Humanity Learning Program (Y2) mediate serially the influence of Digitalization Demands (X1) on Business Performance (Z)

Based on the results of the seventh hypothesis test, it was found that there is a significant influence of Digitalization Demands on Business Performance through the Millennial Employee Competency Improvement Strategy and the Humanity Learning Program.

These results indicate that understanding and fulfilling digital aspects have a positive impact on Business Performance, accompanied by appropriate learning strategies and their implementation. When bank bjb successfully fulfills digital adaptation and follows digitalization trends, the impact is seen in improved financial performance and non-financial performance as well. Therefore, adapting to digitalization demands can be a key strategy for achieving financial and non-financial targets, which must be accompanied by an appropriate competency fulfillment strategy and implementation strategy.

Successful adaptation to digitalization demands reflects bank bjb's ability to adapt to digital transformation and develop strong competencies. The significant results of this study emphasize the importance of digital adaptation, especially in the Industry 5.0 era. Therefore, bank bjb needs to continue investing in a learning curriculum that accommodates digital adaptation to sustainably respond to advances.

8. Discussion of Millennial Employee Competency Improvement Strategy (Y1) and Humanity Learning Program (Y2) mediate serially the influence of HR Skills (X2) on Business Performance (Z)

Based on the results of the eighth hypothesis test, it was found that HR skills significantly influence business performance through the Millennial Employee Competency Improvement Strategy and the Humanity Learning Program.

These results indicate that employee competency has a positive impact on business performance, accompanied by appropriate learning strategies and their implementation. When bank bjb successfully develops strong employee competency, the impact is seen in improved financial performance, not just non-financial performance. Therefore, fulfilling competency needs, including digital skills, soft skills, and hard skills, can be a key strategy for achieving financial and non-financial targets. This must be accompanied by an appropriate competency development strategy and implementation.

Successful competency development reflects bank bjb's ability to adapt to digital transformation and develop strong competencies. This study's significant findings underscore the importance of developing competencies, including digital skills, soft skills, and hard skills, particularly in the Industry 5.0 era. Therefore, bank bjb needs to continue investing in a learning curriculum that accommodates digital adaptation to sustainably respond to advancements.

Overall, the hypothesis testing results indicate that the Millennial Employee Competency Enhancement Strategy through the Humanity Learning Program has a positive impact on business performance through value creation in the learning process. This underscores the importance of human resource skills in improving learning quality, which in turn improves bank performance. Therefore, banks need to continue digital adaptation and learning innovation to maintain their competitive advantage.

3.3. Research Results

The results of the research model testing conducted resulted in the formulation of the Influence of Millennial Employee Competency Improvement Strategies on Bank Performance Through the Humanity Learning Program as shown in Figure 4 as follows:

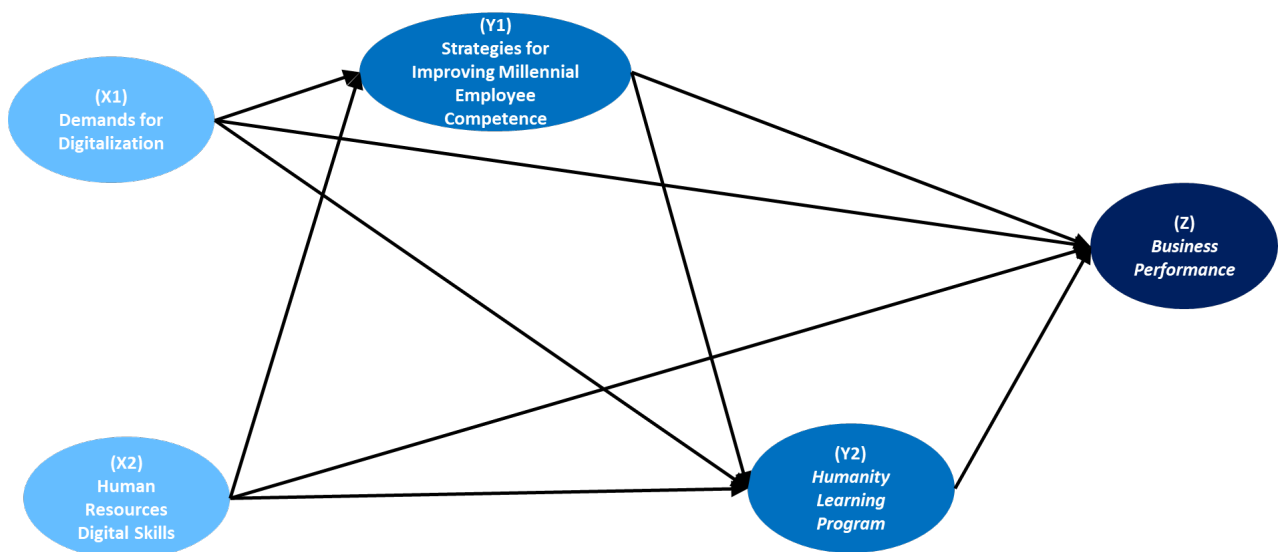


Figure 4. Research Results: Model of the Influence of Millennial Employee Competency Improvement Strategies on Bank Performance Through the Humanity Learning Program

4. Conclusion

Based on the results of verification testing of Hypotheses 1 to 8, the following conclusions can be drawn:

1. Digitalization demands do not significantly impact business performance;
2. Human resource skills significantly impact business performance;
3. Millennial employee competency improvement strategies significantly and parallelly mediate the effect of digitalization demands on business performance.
4. Humanity learning programs significantly and parallelly mediate the effect of digitalization demands on business performance.
5. Millennial employee competency improvement strategies significantly and parallelly mediate the effect of human resource skills on business performance.
6. Humanity learning programs significantly and parallelly mediate the effect of human resource skills on business performance.
7. Millennial employee competency improvement strategies and Humanity learning programs significantly and serially mediate the effect of digitalization demands on business performance.
8. Millennial employee competency improvement strategies and Humanity learning programs significantly and serially mediate the effect of human resource skills on business performance

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Declarations

Author contribution.

Irwan Triherda Permana: Conceptualization, Methodology, Validation, Analysis, Writing – Draft Awal, Writing – Review, Visualization. Agus Rahayu: Conceptualization, Analysis, Writing – Review. Lili Adi Wibowo: Writing – Review, Visualization. Yana Setiawan: Validation, Analysis, Visualization, Methodology. Erwin Yulianto: Conceptualization, Methodology, Validation, Analysis, Writing – Review.

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