



Is learning agility important on BUMN Plantation?

R. Turino Januar Budyanto¹, Yusniar Lubis², Ahmad Rafiki³

^{1,2,3}Doctoral Program in Agriculture Science, Universitas Medan Area, Medan, Indonesia

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ABSTRACT

The purpose of this study was to determine the effect of learning agility on individual performance and Talent Management at PTPN IV, the largest BUMN Plantation with main commodities of CPO and Black Tea. Based on the formulation and the relationship between variables processed using the Partial Least Square (PLS) Model and Smart PLS 3.0 software to 408 respondents who are employees with managerial positions. The results of the study show that there is a positive and significant influence between learning agility and individual performance and talent management.

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Corresponding Author:

R. Turino Januar Budyanto,
Doctoral Program in Agriculture Science,
Universitas Medan Area,
Jalan. Setia Budi Nomor. 79 B, Medan 20112, Sumatera Utara, Indonesia.
Email: rinto.januar@gmail.com

1. INTRODUCTION

Industrial transformation towards seamless interaction between people and technology requires organizations to consistently find effective innovations to deal with volatility, uncertainty, complexity and ambiguity (VUCA).

In the book Learning 5.1, Denny, A., & Pratomo, T. P. (2021) mentions that transformation starts from the mindset that the responsibility for learning lies with the learner—not other people, not schools, and not companies either. So, the mindset of the learner as the center of learning and learn how to learn is the main thing that must be owned by all human resources in a company. Each individual must have the will and ability to engage in active learning in order to adapt the opportunities for activities from experience (learning agility), and apply that learning to perform successfully in new, ever-changing situations and conditions. (Gravett et al., 2016). Indonesia, as a country that relies on the agricultural sector as the basis of the economy, both in the long term of economic development and for short term economic recovery must ensure that the products produced have high competitiveness.

Of the many variations of plantation commodities, palm oil is one of the plantation product commodities that has an important role and is a prima donna in Indonesia's economic activities. (Astuti, 2017). As the largest palm oil producing country in the world, Indonesia has great potential to market palm oil and palm kernel both at home and abroad. The Directorate of Production Balance of the Central Bureau of Statistics (2021) said that the agricultural sector is a sector that has a fairly important role in economic activity in Indonesia. Ghani & Sikumbank (2003) state that Indonesia is an agricultural country

which has the advantage of a very large plantation area (millions of hectares) which involves tens of millions of workers. But ironically, this wealth has not been explored optimally, so there are still many things that must be improved in the management of human resources and in improving the policy framework for the development of the plantation sector in Indonesia.

PT. Perkebunan Nusantara IV or abbreviated as PTPN IV is one of the largest BUMN Holding Plantation subsidiaries in Indonesia with a working area in the North Sumatra region that has consistently transformed, and in 2022 posted a profit of 2.1 trillion which is the highest profit in history since the merger in 1996. This success cannot be separated from the role of all individuals in achieving performance and especially the consistency of the Board of Management in implementing Talent Management. A survey conducted by Michaels, *et al.*, (2001) of 13,000 executives in more than 120 companies, as well as case studies at 27 leading (world-class) companies to identify programs and behaviors that help these world-class leading companies attract and retain their best employees, found a relationship between top performers and superior company performance.

According to them, there are five things that strengthen talent from companies, namely: "Embracing the Talent Mindset, Creating a Winning Employee Value Proposition, Renewing Recruitment Strategy, Implementing Talent Development into the Organization, Differentiating and Strengthening people in the company." These five things need to be built into a practical framework so that they can be implemented in companies, as has been done by: General Electric, The Home Depot, PerkinElmer, Amgen, and others. In connection with the explanation above, researchers want to know whether learning agility in BUMN Plantations has an influence on individual performance and talent management.

PT. Perkebunan Nusantara IV is a subsidiary of BUMN Holding Plantations with a working area in North Sumatra which is engaged in the agro-industrial sector and focuses on managing oil palm and tea as the main commodities. PT. Perkebunan Nusantara IV has managed Talent Management consistently since 2016 in accordance with the Board of Directors Decree Regarding Talent Management with talent management programs namely Talent Mapping (Identification), Talent Development (Development), Talent Retention (Maintenance) and Talent Mobility (Placement).

Interestingly, in the talent development management program (Talent Development) since 2020 PT. Perkebunan Nusantara IV has given freedom to every individual at the Line Management level to learn according to his wishes (learning agility) which is known as the Learning Wallet Development Program, which is a program that frees employees to learn according to their personal needs analysis (self training need analysis). The effect of learning agility on talent management and individual performance will be analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method which utilizes SmartPLS 3.0 software, where the research subjects in this study are all Managerial Employees or known as Leadership Employees in one of the BUMNs Plantations namely PT. Perkebunan Nusantara IV which is included in the talent management system.

The SEM-PLS analysis consists of a measurement model and a structural model. The measurement model shows how the latent variable is represented by the manifest variable and the structural model shows how the latent or construct variable is estimated. By using SEM-PLS latent variable indicators can be reflexive or formative (Ghozali & Latan, 2015). In this study, latent variable indicators are reflective. In order to make data processing easier, statistical software is used. SmartPLS was chosen in this study because SmartPLS has advantages that can be utilized in research, namely: (1) The relationship between variables can be tested using SmartPLS (2) SmartPLS does not use assumptions that must be fulfilled in other software (3) The number of samples required is relatively small (4) Data does not have to be normally distributed (Harahap & Pd, 2020).

2. RESEARCH METHOD

This research is a quantitative study using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method using SmartPLS 3.0 software. The research variables consist of the use of learning agility, talent management, and individual performance where previous research has not discussed the indirect effect of learning agility on individual performance with talent management as an intervening variable. Therefore, this study will adopt and adapt the relevant literature to produce construct variable measurements as shown in Figure 1 with details of the hypotheses: (H1) Learning Agility has a direct positive effect on talent management; (H2) Learning Agility has a direct positive effect on individual performance; (H3) Talent management has a direct positive effect on individual performance; and (H4) Learning Agility has an indirect positive effect on individual performance through talent management.

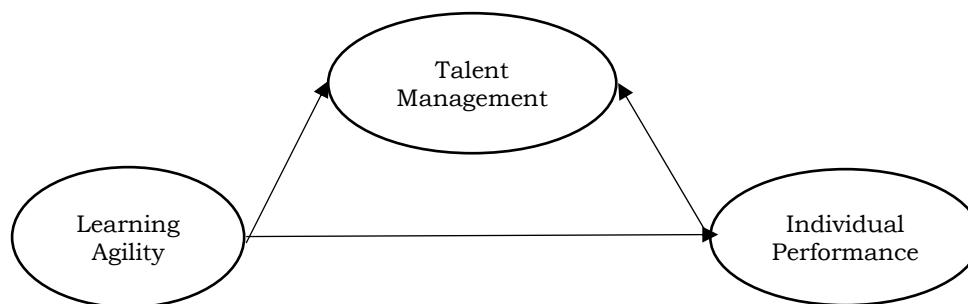


Figure 1. Relationship model between variables

With a total permanent workforce in 2022, there are 15,400 people, spread across 29 Palm Oil Units, 1 Plasma Unit, 16 Palm Oil Mills, 1 Tea Unit, 2 Tea Factory Units, 1 Seed Unit Unit and 1 Workshop Unit, of which 4, 4% or 689 people are employees in line management who have a very important role as performance drivers at PT. Perkebunan Nusantara IV.

The research was conducted in January 2023 using primary data and secondary data. Primary data was obtained directly from the company through observation methods, interviews with decision makers and by distributing questionnaires to 689 people who are employees at the bottom, middle and top line management and are the types of employees managed at PT. Perkebunan Nusantara IV Talent Management. While secondary data obtained through documents, company data, books, and articles related to this research.

The method of measuring data or sampling in this study uses the Simple Random Sampling method where each member of the population has the same opportunity to be sampled (Sugiyono, 2013) to 689 people as a population.

3. RESULTS AND DISCUSSIONS

A random sample was taken of 408 employees consisting of 376 male employees (92.16%) and 32 female employees (7.84%).

Table 1. Loading, Rho, CR, dan AVE

	Loading	Rho	CR	AVE
Individual performance		0.896	0.918	0.652
- Individual performance 1	0.741			
- Individual performance 2	0.816			
- Individual performance 3	0.782			
- Individual performance 4	0.838			
- Individual performance 5	0.852			
- Individual performance 6	0.810			

Learning agility		0.917	0.930	0.624
- Learning agility 1	0.829			
- Learning agility 2	0.815			
- Learning agility 3	0.836			
- Learning agility 4	0.821			
- Learning agility 5	0.764			
- Learning agility 6	0.772			
- Learning agility 7	0.656			
- Learning agility 8	0.813			
Talent management		0.950	0.955	0.728
- Talent management 1	0.893			
- Talent management 2	0.845			
- Talent management 3	0.865			
- Talent management 4	0.869			
- Talent management 5	0.814			
- Talent management 6	0.835			
- Talent management 7	0.879			
- Talent management 8	0.819			

Source: Processed data (2023)

Measurement Model

To evaluate the model, construct validity and reliability tests will be carried out through measurement model tests. In table 1 it is clear that all indicators have an outer loading greater than 0.7. Table 1 also shows that the Composite Reliability (CR) value for each variable is greater than 0.7 except for Learning Agility 7 (outer loading of 0.656 < 0.7). Furthermore, it can also be seen that the AVE values for all variables are greater than 0.5 which indicates that all of these indicators are valid and can reliably describe the variables (Hair et al., 2019). In addition, the rho value for all variables is greater than 0.6 so that the instrument is reliable (Lestari & Yudhanegara, 2017).

Furthermore, the AVE value for the Individual Performance variable is 0.652, meaning that 65.2% of the individual performance indicators used have described the variables. The AVE value for the learning agility variable is 0.624, meaning that 62.4% of the learning agility indicators used have described the variables and the AVE value for the talent management variable is 0.728, meaning 72.8% of the talent management indicators used have described the variables. The value of the Heterotrait-Monotrait ratio (HTMT) indicates that the measurement model has acceptable discriminant validity because the values on the diagonal are less than the recommended maximum value of 0.9 (Henseler et al., 2015).

Table 2. Heterotrait-monotrait ratio (HTMT)

	Individual performance	Learning agility	talent management
Individual performance			
learning agility	0.869		
Talent management	0.720	0.652	

Sources: Processed data (2023)

Structural Modeling

A bootstrap procedure using 5000 iterations will be carried out to evaluate the significance of the indicators and path coefficients. Value From the output it can be seen that the model meets the structural model criteria where the VIF value is less than five, which means that between the variables in this study there is no multicollinearity (Hair et al., 2019).

Furthermore, from the R-Square value (Table 3) it is known that the effect of Learning Agility on individual performance is high because $0.677 > 0.67$ and the effect of

learning agility and talent management on individual performance is moderate because $0.67 < 0.376 < 0.33$.

From the adjusted R² value it is known that the effect of Learning Agility on individual performance is 67.6%, the rest is influenced by other variables, and the effect of learning agility and talent management on performance is 37.4% and the rest is influenced by other variables. From the Q² value it is known that Learning Agility on individual performance is 0.437 ($0.437 > 0.35$) with high criteria and the effect of learning agility and talent management on individual performance is 0.267 ($0.15 > 0.267 > 0.35$) with medium criteria.

Table 3. R square

	R square	R Square adjusted
Individual performance	0.677	0.676
Talent management	0.376	0.374

Sources: Processed data (2023)

Furthermore, the results of H1, H2, and H3 are accepted, which means that learning agility has a direct positive effect on individual performance significantly (p value = 0.000 < 0.05) where the path coefficient is 0.611, learning agility has a direct positive effect on talent management significantly (p value = 0.000 < 0.05) where the path coefficient is 0.613, talent management has a direct positive effect on individual performance significantly (p value = 0.000 < 0.05) where the path coefficient is 0.292.

Table 4. Direct effects test

	Total effects	P value
Learning agility \Rightarrow Individual performance	0.611	0.000
Learning agility \Rightarrow Talent management	0.613	0.000
Talent management \Rightarrow Individual performance	0.292	0.000

Sources: Processed data (2023)

It has been found that learning agility has a direct positive effect on individual performance significantly, so it is clear that employees who are agile towards learning can improve individual performance. Conversely, if employees are not agile towards learning, then the performance of individual employees will decrease. Willingness and individual ability to engage in active learning to adapt activity opportunities from experience, and apply that learning to perform successfully in new, changing situations and conditions can improve individual performance.

Furthermore, the results have also been obtained that learning agility has a direct positive effect on talent management significantly. Employees who are agile in learning will have a high opportunity to enter the talent management system. Vice versa, employees who are not agile in learning have a low chance of entering the talent management system. Individuals who have the will and ability to learn from experience, and then apply that learning to perform successfully in new situations and conditions have a higher chance of entering as a talent and entering into talent management.

It has been found that talent management has a direct positive effect on individual performance significantly. If the talent management system is used consistently, individual performance will increase. Conversely, if the talent management system is not used consistently, individual performance will not increase. The test results regarding the direct effect between these variables are presented in Table 4.

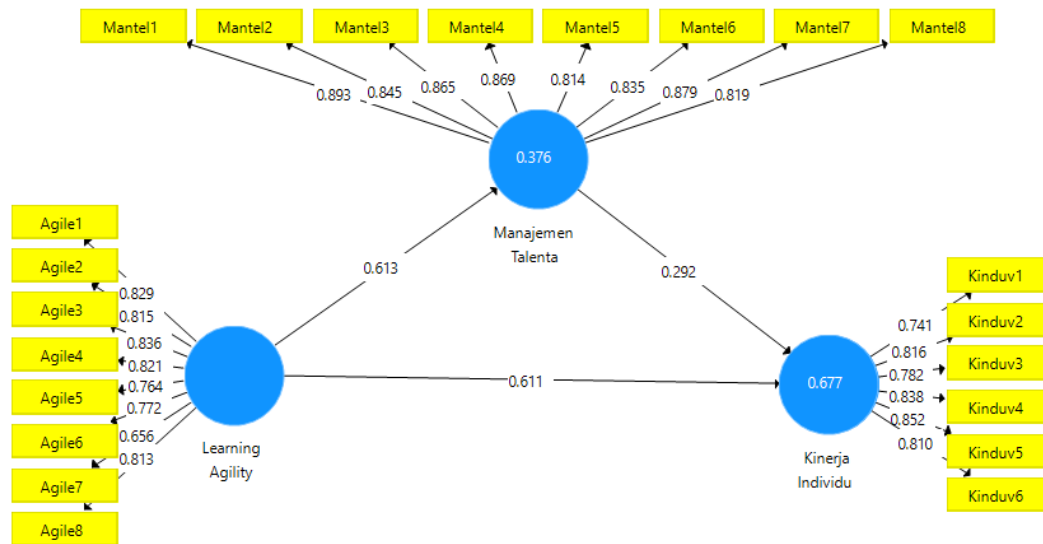


Figure 2. Conclusion of Relationships Between Variables

Furthermore, the indirect and total effects are written in Table 5 as follows. The results show that the H4 hypothesis is accepted, which means that learning agility has an indirect positive effect on individual performance through talent management significantly (p value = $0.000 < 0.05$) where the path coefficient is 0.179. If employees carry out an agile learning process (learning agility), then the need for talent management processes will increase, and if employee needs for talent management processes increase, individual employee performance will also increase.

Table 5. Indirect effect test

	Path coefficient	T statistics	P values
Learning agility \Rightarrow Talent management \Rightarrow Individual performance	0.179	6.335	0.000

Sources: Processed data (2023)

The path coefficient value from the direct influence and the total learning agility variable to the talent management variable is the same, which is equal to 0.613. This can happen because there is no indirect effect from the learning agility variable to the talent management variable. Furthermore, the path coefficient value from direct influence and total talent management variables to individual performance variables is also the same, which is equal to 0.292. This can happen because there is no indirect influence from the interest in learning variable to the learning motivation variable.

Table 6. Total effects

	Total effects	P value
Learning agility \Rightarrow Individual performance	0.790	0.000
Learning agility \Rightarrow Talent management	0.613	0.000
Talent management \Rightarrow Individual performance	0.292	0.000

Sources: Processed data (2023)

Furthermore, the value of the path coefficient and the total learning agility variable to individual performance variables is different, where the direct effect of the path coefficient is 0.611 while the total effect of the path coefficient is 0.790 because there is an indirect effect of the learning agility variable on individual performance through talent management. So, whether the path coefficient value of the direct and total effect is the same or not, it is influenced by whether there is an indirect relationship between variables. Individual performance can increase if employees have a high learning agility. From these results, employees who have a high desire to learn and are able to invite their colleagues to move forward together (people agility), are able to inspire colleagues (result agility), are able to solve problems in various situations (mental agility) and like to learn new things (change agility) has high performance.

Discussion

The Effect of Learning Agility on Individual Performance

From the results of data processing, it is known that the effect of Learning Agility on individual performance is high because $0.79 > 0.67$ and the effect of learning agility and talent management on individual performance is moderate because $0.67 < 0.376 < 0.33$. So that H_0 is rejected and H_a is accepted, which means that the influence of digital leadership on individual performance is significant. Thus learning agility has a positive and significant effect on the individual performance of employees at PT. Perkebunan Nusantara IV. The results of this study are in line with research conducted by previous studies that Eichinger & Lombardo (2004) in Khildani, *et al.*, (2021)

The Effect of Learning Agility on Talent Management

From the results of data processing, it is known that the effect of Learning Agility on talent management is high criteria and the effect of learning agility and talent management on individual performance is 0.613 ($0.15 > 0.267 > 0.35$) with medium criteria. So that H_0 is rejected and H_a is accepted, which means that the influence of digital leadership on individual performance is significant. Thus learning agility has a positive and significant effect on the talent management of employees at PT. Perkebunan Nusantara IV. The results of this study are in line with research conducted by previous studies that (Chang & Lee, 2013); Fernandez & Jawadi, 2015.

The Effect of Talent Management on Individual Performance

From the results of data processing, it is known that the influence of talent management has a direct positive effect on individual performance significantly ($p \text{ value} = 0.000 < 0.05$) where the path coefficient is 0.292. So that H_0 is rejected and H_a is accepted, which means that the influence of talent management on individual performance is significant. Thus talent management has a positive and significant effect on the individual performance of employees at PT. Perkebunan Nusantara IV. The results of this study are in line with research conducted by previous studies that talent management has an effect on performance (Chang & Lee, 2013); Fernandez & Jawadi, 2015; Johanes *et al.*, 2022; Lubis & Rifma, 2022 ; Tulungen *et al.*, 2022; Wiradendi Wolor, 2020)

The Influence of Learning Agility on Performance Through Talent Management

The value of the path coefficient and the total learning agility variable to individual performance variables is different, where the direct effect of the path coefficient is 0.611 while the total effect of the path coefficient is 0.790 because there is an indirect effect of the learning agility variable on individual performance through talent management. So, whether the path coefficient value of the direct and total effect is the same or not, it is influenced by whether there is an indirect relationship between variables. Individual performance can increase if employees have a high learning agility.

From these results, employees who have a high desire to learn and are able to invite their colleagues to move forward together (people agility), are able to inspire colleagues (result agility), are able to solve problems in various situations (mental agility) and like to learn new things (change agility) has high performance.

4. CONCLUSION

From the results of data processing, it is known that: First, the effect of learning agility on individual performance has a path coefficient of 0.79 (positive), then an increase in the value of the learning agility variable will be followed by an increase in the value of individual employee performance. The effect of the learning agility variable on employee job satisfaction has a P-Values (0.000) $< \alpha$ (0.05), so that H_0 is rejected and H_a is accepted, which means that the influence of learning agility on individual performance is significant. Thus learning agility has a positive and significant effect on the individual performance of PT. Perkebunan Nusantara IV. Second, the effect of learning agility on talent management has a path coefficient of 0.613 (positive), which means that an increase in the value of the learning agility variable will be followed by an increase in the value of talent management. The influence of the learning agility variable on talent management has a P-Values (0.000) $< \alpha$ (0.05), so that H_0 is rejected and H_a is accepted, thus learning agility has a significant effect on talent management for employees of PT Perkebunan Nusantara IV. Third, the effect of talent management on individual performance has a path coefficient of 0.292 (positive), then an increase in the value of the talent management variable will be followed by an increase in the individual employee performance value. The influence of talent management variables on employee job satisfaction has a P-Values (0.000) $< \alpha$ (0.05), so that H_0 is rejected and H_a is accepted, which means the influence of talent management on individual performance is significant. Thus talent management has a positive and significant effect on the individual performance for employees of PT. Perkebunan Nusantara IV. Fourth, the value of the path coefficient and the total learning agility variable to individual performance variables is different, where the direct effect of the path coefficient is 0.611 while the total effect of the path coefficient is 0.790 because there is an indirect effect of the learning agility variable on individual performance through talent management. Based on the conclusions of the research results regarding learning agility has an influence on individual performance with talent management as an intervening variable at PT. Perkebunan Nusantara IV, the author conveys ideas that can provide benefits for the parties involved in this research. In improving employee performance, PT. Perkebunan Nusantara IV needs to pay attention to the needs, abilities and talents of employees as well as learning agility in dealing with changes in the digitalization era, because employees are an important asset in an organization. The existence of leaders who are able to adapt to technological changes, manage their talents well, and carry out continuous learning, will support the improvement of employee performance at PT. Perkebunan Nusantara IV. With the limited variables used in this study, as a reference for future researchers with a theme similar to human resource management, it is hoped that the variables used will be more complete and the discussion organized according to the reality of the problem to be studied at PT. Perkebunan Nusantara IV.

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