Digital Learning Experience among Newbie Entrepreneurs

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Abstract. Entrepreneurship is essential to Indonesia's economic development. It is evidenced by 99.9 percent of all Indonesian firms are micro, small, and medium-sized enterprises (MSMEs). Young generations play an essential part in entrepreneurial ventures since they are more likely to start a new business than older generations. Moreover, Gen Y and Gen Z are more adept with digital learning behaviors. This study adds significantly to the existing entrepreneurial literature by examining social media learning on knowledge-based activities. The Rasch model was used in this study. It evaluated social media as a digital platform where newbie entrepreneurs can use resources and capabilities through knowledge-based activities to develop digital learning among them. The study's outcomes demonstrate a significant difference in exploitative behaviors between gen Y and gen Z. On the contrary, there are no significant differences in both generations' explorative and knowledge-sharing behaviors. It means they have the same level of explorative and knowledge-sharing behaviors.

1 Introduction

Entrepreneurship is fundamental to the economic development of Indonesia. It is demonstrated that micro, small, and medium-sized enterprises (MSMEs) account for 99.9 percent of all Indonesian businesses. They contribute more than 60 percent of Indonesia's gross domestic product (GDP) and have long been the primary engine of Indonesia's economic growth. They also played an essential role in preserving the country's economic resiliency, particularly during previous financial crises [1].

Young generations play a crucial role in entrepreneurial endeavors. According to the Global Entrepreneurship Monitor (GEM, 2022), Generation Y and Generation Z are more likely to launch a new firm than previous generations. This is because younger individuals have more tremendous energy. They are less likely to sacrifice established jobs and high pay. In addition, they may be closer to new or developing markets and business acceleration technology. As a result, they may be more willing to take chances since they have less to lose, and even if the firm fails, they still have a long and prosperous career. However, on the other side, they are likely to have less expertise and experience and limited access to resources and established networks. In addition, Gen Y and Gen Z individuals are more likely than older individuals to agree with the goal "to make a difference in the world." In contrast, older individuals are more likely to agree with the motive "to earn a living since jobs are few."

According to the 2020 Population Census, Generation Z accounted for 75.49 million people or 27.94 percent of Indonesia's population. Meanwhile, with 69.38 million people (or 25.87 percent of the population), the millennial generation is the second-most populous. Those born between 1997 and 2012 are referred to as Generation Z. Millennials are born between 1981 and 1996 [2].

The coronavirus outbreak, also known as covid-19, has ushered in a new knowledge sharing and innovation era. The nature of communication and how employees work at the intersection of technology and reality are changing in this era of massive digital change [3-4]. The use of information and communication technology (ICT), including social media, has provided numerous benefits, including improved learning opportunities, a variety of resources for finding information, and a means to connect with others. Social media is the most popular online platform [5].

Many organizations have realized that they can utilize social media to achieve strategic goals. It can obtain a competitive edge. It also allows them to reach their customers, enhance their operations and goods, and generate new ideas that will enable them to survive and expand in marketplaces [6-7]. As a result, social media is a platform or a new area for creating innovation that is appropriate for the business development period [8].

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Social media platforms enable MSMEs to learn new knowledge and ideas, eventually improving performance. As a result, business innovation has a substantial impact on the company's performance. In addition, companies can boost their financial performance by offering a diverse range of items that set them apart from competitors [8].

Social media also makes it easier to create new knowledge. It happens when people begin to share tacit knowledge and translate it into explicit and systematic forms that are easily comprehended. It also combines explicit knowledge in a knowledge system. It creates a space for discussion and dialogue to transfer explicit knowledge into tacit knowledge [8-9].

Experiences, data, beliefs, and systematic attitudes serve as a framework for developing new knowledge [10-12]. People's abilities, knowledge, talents, ideas, and commitments, including organizational practices, strategies, formal knowledge, human skills, and experiences, become valuable assets in a knowledge-based activity. These knowledge-based activities encourage the exchange of information, knowledge, wisdom, and value creation [13]. Explorative, exploitative, and knowledge-sharing activities are the most employed as knowledge-based activities. In short, explorative is about attempting something new. In contrast, exploitative is about drawing on one's experience, developing a strategy, and putting it into action [14-15].

Connected Indonesians are incredibly tech-savvy. They spend far more time online than the typical individual, particularly social media. Their use of social media is among the greatest globally; Jakarta is commonly considered the Twitter capital of the globe. They spent an average of 2.9 hours every day on social media [16].

However, just 7.4% of all Indonesian MSMEs utilize digital platforms. Even though just a minuscule fraction of MSMEs have adopted the acceptance rate has been astounding. This number increased by a stunning 104.4 percent in 2018. These results indicate a substantial degree of interest among SMBs in embracing digital technologies to behavior business [17]. During the COVID-19 outbreak, Indonesia became a regional pioneer in the use of e-commerce. Around 78 percent of Indonesian Internet users purchased something online using a mobile device; when this estimate is broadened to cover all devices, the proportion rises to 87 percent [16].

Since the transition from offline to online is challenging for MSMEs, 90% of Indonesia's MSMEs continue to function traditionally. As a result, the Ministry of Cooperatives and SMEs of the Republic of Indonesia has launched many strategic initiatives to increase the competitiveness of SMEs in the digital age. For example, the policy under the 2020-2024 Medium-Term National Development Plan is meant to stimulate the use of technology by MSMEs. In addition, MSMEs are expected to interact to produce integrated, real-time data [18].

There is much research about the impact of social media. [8] behaviored research on the effect of social media on knowledge creation, innovation, and performance in Jabodetabek SMEs (Indonesia). As a result, social media significantly impacts business performance by influencing knowledge creation and innovation. [19] behaviored a qualitative study about social media usage in MSMEs business. The study's findings indicate that social media can promote MSMEs' performance by expanding market networks, promoting consumer interaction, increasing product sales, and sharing innovative ideas. [20] behaviored a qualitative study about how startups can deal with ambidexterity while pursuing digital innovation. The study showed that startups in digital innovation achieve organizational ambidexterity through internal and external adaptation by combining and enacting competencies. Other previous research found the significant relevance of entrepreneurs in social media experience. Entrepreneurs are more inclined to adopt new technologies such as social media since they may use them to get a first-mover advantage. Second, entrepreneurs are eager to enable collaboration and utilize social media channels to enhance performance. Finally, entrepreneurs are more likely to connect with customers via social media about new products and services and respond to client feedback [21-22]. However, there are still very few studies about social media as knowledge-based activities among newbie entrepreneurs.

1.1 Objectives

The specific objective of this study was to determine if social media experiences significantly differ in exploratory, exploitative, and knowledge-sharing behaviors among multigenerational tech-savvy newbie entrepreneurs. Social media is a platform where newbie entrepreneurs can utilize resources and skills by engaging in knowledge-based activities to promote digital learning. This issue will be analyzed using the Rasch model.

From an academic standpoint, this study contributes significantly to the existing literature on entrepreneurship. Prior research has highlighted the influence of social media on knowledge production and innovation. However, the impact of social media learning on entrepreneurs remains unclear. The study can contribute to the literature on social media as an influential variable, particularly among tech-savvy startup entrepreneurs.

In addition, from a practical standpoint, this work will generate new insights into the effective approach to fostering the development of newbie entrepreneurs through social media experiences. As a result, the newbie entrepreneurs will be able to understand the most crucial behavior aspect of social media learning, allowing for rapid business expansion.

2 Literature Review

2.1 Social Media Experience

Social media is a form of communication that allows people to interact with one another. Social media is defined as a platform for exchanging ideas, experiences, and information to make more informed decisions [7]. Social media exemplify social constructivist notions. It is decentralized, accessible, and co-constructed by and among users [23]. It is a website-based feature that allows community members to form networks and interact with one another. Social media is also defined as a collection of technologies. It enables users to save personal information, form relationships, share information, form groups, converse/chat, determine their online status, and communicate with one another [7]. Anyone can connect to pre-existing networks and receive a direct response.

There are many different types of social media. YouTube, Facebook, Twitter, Instagram, Line, Google+, Facebook Messenger, WhatsApp, and BlackBerry Messenger are the most popular, including Twitter, Facebook, Tik Tok, and blogs. According to a digital survey, youtube is Indonesia's most popular social media platform (88%). Followed by Whatsapp (84%) and Facebook in the third place (82%) [8-9, 24]

Social media plays an essential role in business. It has been considered an effective medium for businesses to engage with many prospective customers to transmit corporate information and build social media value for the firm. The use of social media in business leads to the construction of remarkable networks among firms, customers, and suppliers [25].

The previous study has demonstrated the significance of entrepreneurs' social media experience. First, entrepreneurs are more likely to accept new technologies like social media since they can utilize them. Second, businesses are ready to facilitate cooperation and employ social media platforms to boost performance. Lastly, entrepreneurs are more likely to communicate with clients via social media about new products and services and respond to client comments [21-22]. However, several circumstances have influenced MSME's usage of social media. These elements can be classified as technological, organizational, human, and environmental [26].

2.2 Knowledge-Based Activities

Explorative and exploitative behaviors are knowledge-based activities [27]. Exploring involves looking for alternatives, finding, generating, and playing with new possibilities, accomplishing assignments, and learning from errors. While exploiting his choosing, introducing, enhancing, and refining established certainties. In short, explorative is about trying out something new. At the same time, exploitation relies on one's experience, designing a strategy, and implementing the plan [14-15]. Similar characteristics are alignment and adaptability, agility and stability, teamwork, and individual focus [28]. Some scholars explain that such items can be in both the organizational sense and the team context. Exploration focuses on search, discovery, and risk-taking, and exploitation concerns execution, performance, refinement, selection, implementation, and risk avoidance [15, 27].

Knowledge Dissemination or Knowledge Transfer entails sharing and exchanging knowledge among individuals or networks, a group of people to organizations, and individuals to explicit sources. To avoid the loss of tacit knowledge, organizations must ensure that learning is transformed from tacit to explicit [11-12, 29-30]. Organizational knowledge is created by exchanging between a source and recipient. Information and guidance regarding resources and relationships are provided to the recipient. People must work together to fulfill the objective of sharing and learning, which necessitates cooperation. It means that people share their expertise and collaborate to develop new information [31-33].

Knowledge sharing can help to strengthen teamwork. It supports shared mental models because it represents a shared understanding of team members' expertise, skills, and abilities, in other words, having the same knowledge. It also means a shared understanding of the team's tasks, strategies, and goals and a shared understanding of which goals to pursue using which strategies [11-12, 20 29, 30]. Furthermore, knowledge sharing leads to knowledge creation, idea generation, and problem-solving. As a result, it is critical to achieving innovation, team creativity, long-term competitive advantage, and, ultimately, organizational success [11-12, 29, 30-31]

Social media is a suitable digital platform for exchanging ideas, experiences, and information where people can interact with one another. It is a form of digital communication to try out something new (exploration). At the same time, it relies on one's experience, designing a strategy, and implementing better decisions (exploitation) [5, 20, 34].

2.3 Tech-Savvy Generation

Millennials or famously known as Generation Y (Gen Y), are people who were born between 1980 and 1995. They were the first generation to use social media as their primary mode of communication. They also started using social media while they were still in school. Social media is relevant to both their personal and professional lives due to their early adoption. Millennials were also the first generation to discover the dangers of oversharing and that the internet is written in ink, not pencil. Millennials are described as optimistic, collaborative, digital pioneers who have no qualms about publicly displaying their personal and professional lives on social media, unlike previous generations. Facebook remains the most popular platform among millennials. Still, Instagram comes in a

close second, with most Millennials using multiple social media platforms multiple times per day. What they see on their favorite social media platforms greatly influences this generation. Millennials trust their peers and celebrity influencers, but they distrust big brands and traditional advertising. They tend to believe what their peers say and seek validation on social media The Millennials prefer content from their network and see social media as their primary source of communication and inspiration. Social media was also a place to see what their friends were up to and update their status. Generation Y is the digital generation, as evidenced by mobile phones, video games, and social media experience. They have a propensity for optimism, realism, and open-mindedness. Millennials value diversity and are goal-oriented. At work, they are constantly on the lookout for solutions [33].

While generation Z is also called Post-Millennials, Plurals, or the Homeland Generation. They were born after 1995 and are widely regarded as the future of the global economy. This generation will be the world's largest group by 2020, and they have never known a world without social media. Their primary source of media and entertainment is social media. This generation prefers to watch YouTube on their mobile device rather than on television. They are genuinely enslaved to their mobile devices and social media, with 44% checking their social profiles at least once an hour. This generation comprises realistic, self-sufficient digital natives who, unlike Millennials, prefer to keep their personal lives private. They have learned from previous generations and are more cautious about posting and privacy.

Unlike Millennials, who enjoy posting publicly, Generation Z prefers direct and time-bound social sharing platforms such as Instagram Stories and Snapchat. In addition to direct social sharing, they are avid content consumers, with 95 percent watching YouTube. Compared to other social media networks, social media is a place to be entertained rather than connect with friends. Generation Z is more likely to use social media for a limited time. They consume most of their content through YouTube, Snapchat, and Instagram because they are visual creatures.

It is the demographic cohort that follows the Millennials [33]. "Next generation" traits are common to Generation Z because they were born into a technologically advanced world. They've been dubbed the "digital natives" and even the "iGeneration" to describe this generation [33, 35]. Generation Z was raised in a technologically advanced world. Because of this, they place a high value on being surrounded by technology. They are always available on any technological device at any time. As a result, they have a hard time participating in other sorts of socialization. These people are pragmatic and clever, but they like to lead because they are fearless. Impatient and agile, they constantly seek new tasks and urges to challenge themselves. They are not afraid of constant change and have access to a lot of information, but only to a limited level. On the internet, they search for solutions when they encounter difficulties [33, 35]. After conducting a comprehensive literature review, the researchers develop the hypotheses listed below:

Hypothesis 1*: Social media experiences significantly differ in explorative behaviors among multigenerational tech-savvy newbie entrepreneurs.*

Hypothesis 2*: Social media experiences significantly differ in exploitative behaviors among multigenerational tech-savvy newbie entrepreneurs.*

Hypothesis 3*: Social media experiences significantly differ in knowledge-sharing behaviors among multigenerational tech-savvy newbie entrepreneurs.*

3 Methods

This study used a quantitative approach to evaluate knowledge-based activities among newbie entrepreneurs to perform empirical research. The primary data was collected by handing out questionnaires with closed-ended questions on a five-point Likert scale. Rasch Model Analysis with the software WINSTEPS 5.1.7.0 was used to examine the validity and reliability of the research instruments. Besides, it can reduce the bias associated with self-report questionnaire responses [36-37]. Further, knowledge sharing behavior is composed of 6 indicators adapted from the work of [12, 38-39] Meanwhile, explorative and exploitative behaviours are adopted from the work of [39] consisting of 12 indicators.

Table 1. The indicators and dimensions of knowledge-based activities

Explorative Behaviors	Exploitative Behaviors	Knowledge Sharing Behaviors
Gathering information to understand the problem (C1)	Learn to develop oneself (U1)	Sharing knowledge to help others (S1)
Make observations to get information (C2)	Working together to improve knowledge (U2)	Collaborating to find solutions (S2)
Seeking information to innovate (C3)	Participate in related training (U3)	Practicing the knowledge possessed (S3)
Anticipating change (C4)	Sharing experiences to improve knowledge (U4)	Building relationships to exchange knowledge (S4)
Asking experts/mentors to improve knowledge (C5)	Learning from experience for renewal (U5)	Archive photos/videos/documents to be easily used (S5)

Explorative Behaviors	Exploitative Behaviors	Knowledge Sharing Behaviors
Learning from experience (C6)	Asking experts/mentors to update current knowledge (U6)	Open for comparative studies (S6)

The study successfully collected the primary data from 123 newbie entrepreneurs who distributed closed-ended questionnaires using a 5-point Likert scale. As the data was collected through personal references or self-report questionnaires, Rasch Model Analysis, specifically Person Measure Analysis used to filter for the responses' bias. The test found that 80 responses are bias-free because the MNSQ value is higher than 0.5 and lower than 1.5 [36-37].

The Rasch Model will examine the research hypotheses and the validity and reliability of the questionnaire items using Winstep software version 5.1.7.0. The validity and reliability results of the research instrument are shown in table 2. Rasch Model Analysis is a technique for converting ordinal data from Likert Scale questionnaires to interval data [36-37, 40]. Because the research instruments used will generate ordinal data, the Rasch model is the most appropriate method for quantitative analysis in human sciences. According to the measurement model, Rasch model analysis is based on probability, accurately predicting respondents' responses to all items. The Rasch Model converts Likert rating scale item scores and ordinal data to an interval scale called "unit of opportunity logarithms" (logit). Additionally, Rasch Model Analysis can help reduce the number of biased responses on self-report questionnaires [36-37, 40]

Table 2 reveals that Cronbach's alpha for measuring research instrument reliability are 0.89, 0.95, and 0.92, indicating an excellent interaction between the items and the respondents' responses [37]. Furthermore, the validity test results indicate all items are acceptable since they are all above 0.69 [37].

Table 2. Reliability and Validity Test Results

Research Variables	Alpha Cronbach	Item Reliability	Item Validity
Explorative behavior	0.89	0.82	6 items - accepted
Exploitative behavior	0.95	0.70	6 items - accepted
Knowledge sharing behavior	0.92	0.75	6 items - accepted

4 Data Collection

The study was carried out in Greater Jakarta, Indonesia, in 2021. Then, the research was completed six months after it began. A questionnaire was developed in response to the findings of the literature review. The data were collected from the newbie entrepreneurs in Greater Jakarta using a personal survey questionnaire and convenience sampling. This convenience sampling has been recognized and used in several studies, such as Shahid Razzaq [41] in Pakistan. The pragmatic ground supporting this type of convenience sampling is the unlimited population of newbie entrepreneurs in Greater Jakarta.

The study obtained primary data from 123 newbie entrepreneurs in Greater Jakarta, Indonesia, with female MSME owners accounting for 51%. The majority of the MSME owner is between 31 and 40 years (32%). In addition, 45% percent of MSME owners have a bachelor's degree. 80% of them own their business and are not a part of a family business. The business duration is up to two years (41%). They earned less than a hundred million rupiahs annually. Food and beverages are the most popular business (52%).

5 Results and Discussion

5.1 Numerical Results

According to the Rasch Model analysis (table 4), newbie entrepreneurs frequently use social media to ask business experts/mentors to increase their business knowledge (C5). However, an activity still rarely done is social media to anticipate changes (C4). In terms of exploitative behavior, newbie entrepreneurs use social media to build networks and collaborate to increase knowledge (U2). Meanwhile, new entrepreneurs rarely use social media to learn from their own and others' experiences to renew their businesses (U5). The Rasch Model analysis also reveals that newbie entrepreneurs use social media for knowledge-sharing behavior. They often practice the knowledge they have by sharing it on social media (S3). However, they rarely use social media to benchmark their business (S6).

Table 3. Knowledge-Based Activities

Knowledge-based Activities	Frequent Activities	Rare Activities
Explorative	C5 (-1.56 logit)	C4 (1.16 logit)
Exploitative	U2 (-1.48 logit)	U5 (0.97 logit)
Sharing	S3 (-0.97 logit)	S6 (1.76 logit)

5.2 Validation

As research analysis units, millennials and Generation Z are tech-savvy or digital natives. Validation of research hypotheses using Rasch Model Analysis reveals no significant difference between millennials and gen Z in their explorative behavior ($0.088 > 0.05$). It means that hypothesis 1 cannot be statistically accepted. For hypothesis 2, there is a significant difference in exploitative behavior between millennials and Generation Z ($0.025 < 0.05$). It means that hypothesis 2 can be statistically accepted. Finally, hypothesis 3 proved no significant difference between millennials and gen Z in knowledge sharing behavior ($0.356 > 0.05$). As a result, hypothesis 3 cannot be statistically accepted. The second finding supports a previous study that mentioned Gen Z is always available on any technological device. These people are pragmatic and clever. They constantly seek new tasks and urge to challenge themselves. They aren't afraid of constant change and have access to a lot of information [33, 35].

According to the Rasch Model, gen Z is also more active in knowledge base activities. It is indicated by the measure's value from generation Z, which is greater than the average value of the measure and greater than the value from generation Y. However, because these two generations are already digitally literate, they can use digital technology to learn how to grow the business they started as newbies.

Table 4. Statistical Hypothesis Tests

Knowledge-based Activities	Mean measure (logit)			Welch-2sided Prob. (α 0.05)	Validation
	Gen Y (45)	Gen Z (35)	All		
Explorative	2.90	4.85	3.79	0.088	H1 declined
Exploitative	0.94	2.87	1.76	0.025	H2 accepted
Sharing	6.76	7.92	7.23	0.356	H3 declined

Source: Primary Data, 2021

5.3 Discussion

This study's first hypothesis evaluates whether social media experiences substantially differ in exploratory behaviors among multigenerational tech-savvy newbie entrepreneurs. Surprisingly, no significant differences were detected in exploratory activities through social media experiences. This may be due to the high proportion of newbie entrepreneurs motivated by necessity (survival mindset). They develop the business to supplement their income or to compensate for the loss of employment caused by the COVID-19 pandemic. As a result, they do not seek information from social media to expand their business. Even if they are digitally proficient, they typically lack a growth attitude. It might be that they primarily utilize social media for entertainment purposes. It explains why the percentage of microenterprises has remained constant at 99.6% for more than a decade.

Another intriguing discovery is that newbie entrepreneurs commonly use social media to approach business experts and mentors for business advice. Since the beginning of the new average age, there have been numerous online mentorship programs for startup entrepreneurs. People in Indonesia prefer to learn by asking questions rather than reading material. However, it is insufficient to demonstrate significant variations in exploratory behaviors in social media. Therefore, newbie entrepreneurs should educate themselves independently using social media.

Regarding the second hypothesis, it was discovered that social media experiences lead to significant disparities in exploitative behavior among intergenerational tech-savvy newbie entrepreneurs. This finding is consistent with the research indicating that social media experience is dependent on one's experience, strategy development, and implementation of improved judgments (exploitation). Thus, it can be proposed that exploitative rather than exploratory actions are more helpful for newbie entrepreneurs to learn through social media. In addition, it was discovered that newbie entrepreneurs regularly use social media to develop networks and collaborate to expand their knowledge. This network strategy explains why some businesses with little internal resources can still achieve their entrepreneurial objectives.

Contrary to the third hypothesis, this study demonstrated that social media experiences do not significantly differ in the knowledge-sharing behaviors of multigenerational tech-savvy beginner entrepreneurs. According to the research, knowledge sharing might boost teamwork. However, most newbie business owners behave in their enterprises without an employee (self-employed) support. It is demonstrated that only 3.47 percent of entrepreneurs have permanent employee assistance. Therefore, newbie entrepreneurs have little reason to share social media skills with their teams. Nevertheless, it is fascinating that they most frequently apply their expertise by sharing it on social media. Unfortunately, it did not adequately demonstrate substantial variations in knowledge-sharing behaviors.

This finding has significant implications for developing newbie entrepreneurs through social media experiences. First, newbie entrepreneurs must prioritize exploitative social media behaviors. For instance, they must participate in the numerous provided trainings. Thanks to the new normal era, entrepreneurs can easily participate in online training. Second, they must also actively seek information through social media to expand their business. Third, opportunities must be pursued independently by newbie entrepreneurs. Social media can provide numerous opportunities for market access and capital access in this digital age. Lastly, they must prioritize sharing social media knowledge with their team rather than with others. Therefore, newbie entrepreneurs must recruit employees to enhance knowledge-sharing behaviors.

The study is limited by its small sample size of new businesses. In addition, the surveys were gathered primarily in the Greater Jakarta region. Despite the limited sample size, this study offers useful insight into the knowledge-based activities of newbie entrepreneurs through social media. In addition, we can understand the relationship between social media experience and knowledge-based behaviors.

Therefore, further research on this area is suggested. Additional studies should be performed to discover the knowledge-based activities that affect the business performance of newbie entrepreneurs. Furthermore, future studies may analyze the link more extensively by encompassing all Indonesian entrepreneurs (not just newcomers).

6 Conclusion

Entrepreneurship is essential to Indonesia's economic progress. It is demonstrated by the fact that 99 percent of all Indonesian businesses are MSMEs. In addition, they generate approximately 60% of Indonesia's gross domestic output (GDP). Generations Y and Z are vital to entrepreneurial pursuits. They are more likely than earlier generations to establish a new business.

Newbie entrepreneurs can learn new knowledge and ideas through social media platforms, ultimately improving performance. Business innovation has a significant impact on a company's performance. Companies can improve their financial performance by providing a diverse range of items that distinguish them from competitors. This study significantly contributes to the existing entrepreneurial literature. This study employed the Rasch Model to investigate social media as a digital platform. The platform where newbie entrepreneurs can utilize resources and capabilities through knowledge-based activities to foster digital learning. Social media also facilitates the creation of new knowledge. It occurs when people begin to share tacit knowledge and translate it into explicit and systematic forms that are easily understood. It also integrates explicit knowledge into a knowledge system. It creates a space for discussion and dialogue to convert explicit knowledge into tacit knowledge.

The research findings show a significant difference in exploitative behaviors between gen Y and gen Z. On the contrary, there is no significant difference in explorative behaviors and knowledge sharing behavior between gen Y and gen Z. Both generations have the same quality in explorative behaviors and knowledge sharing behaviors.

The study still has several limitations. For starters, the number of respondents or research analysis units should be increased to be more helpful in hypothesis testing validation. Second, it may be beneficial to broaden the research objective by examining newbie business performance. Third, inferential statistics can investigate the relationship between knowledge-based activities and new business development.

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