

Measuring Generation X Entrepreneur Performance: The Impact of Cultural Transformation and Digital Competence with Entrepreneurial Motivation Moderation

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ABSTRACT

The era of digital transformation has significantly altered the business landscape, affecting how entrepreneurs conduct business operations, communicate with customers, and compete in the marketplace. Generation X (1965-1980) becomes a cycle with unique characteristics, distinguishing them from other generations in terms of technology adoption, leadership style, and entrepreneurial approach. This study aims to identify and analyze the effect of digital cultural transformation and digital competence on the performance of Generation X entrepreneurs with entrepreneurial motivation which considered as moderating variable. This is quantitative research with survey method. Generation X SMEs in Makassar city 272 respondents. Moderating Regression Analysis (MRA) is used to analyze the issue and the relationship of each variable with Smart-PLS program. The findings indicate that the variables of digital transformation and digital competence have a positive and significant effect on entrepreneurial motivation. The results are expected to contribute to the development of entrepreneurship theory and business practice, particularly for Generation X entrepreneurs in facing challenges and capitalizing opportunities in the digital era as a valuable guidance in terms of strategies and approaches to leverage the full potential digital technology in business industry to face challenges, as well as capitalizing the opportunities in a dynamic business environment.

Keywords: Generation X Entrepreneurs, Cultural Transformation, Digital Competency, Entrepreneurial Motivation

INTRODUCTION

In the last several decades, there has been a notable shift in culture due to the swift advancement of information and communication technologies. This shift has an impact on how people and organizations function, including how company owners create and manage their ventures. Because they have experienced this digital shift for the majority of their working careers, members of Generation X occupy a unique position that necessitates ongoing learning and adjustment. Consequently, the effectiveness of entrepreneurs belonging to this generation is evaluated based not just on their conventional economic accomplishments but also on their capacity to adjust and utilize digital advancements. (Nindyati, 2017)

The corporate world has seen tremendous changes as a result of the digital revolution and wave of cultural development. The purpose of this study is to evaluate how well Generation X entrepreneurs handle two distinct types of challenges: expanding their digital competencies and adjusting to swift cultural change. Born between 1965 and 1980, Generation X is renowned for its adaptability and tenacity. They serve as a crucial link between innovation and traditional values, both of which are radically altering the face of entrepreneurship in the modern era.(Berkup, 2014) Digital competency is a critical component of entrepreneurial success in the midst of cultural and technological change (Barnes & Mattson, 2016). Research has indicated that the capacity to utilize digital technologies is associated with enhanced business efficacy, a wider consumer base, and optimized operational procedures (Li, 2018). The performance of Generation X entrepreneurs is examined in greater detail in this study, along with the possible synergy between digital competency and other elements like entrepreneurial motivation.(Megracia, 2021)

It is well known that a major factor influencing corporate initiative and resilience is entrepreneurial motivation. Entrepreneurial success has been proven to be significantly impacted by motivation in prior study; further research has indicated that motivation may operate as a moderator between competences and performance (Fernandez & Moldogaziev, 2013). This drive may come from extrinsic factors like monetary rewards or social recognition, or it may come from intrinsic factors like the need for autonomy or personal achievement.(Megracia, 2021). Digital technology prospects have shaped company ecosystems that allow entrepreneurs to respond more creatively and dynamically to global concerns. However, a person's motivation, digital skills, and cultural background can all have an impact on how well they use these technology. Consequently, it's critical to comprehend how these elements combine and affect Generation X entrepreneurs' performance.(Sutoha et al., 2023).

LITERATURE REVIEW

Measuring the Performance of Generation X Entrepreneurs

Generation X refers to the group of people born between 1965 and 1980. This generation is often described as having unique work values that differ from those of the generations before and after them, which influences their approach to entrepreneurship. They tend to be independent, results-oriented and highly adaptable to technological and market changes. This review aims to understand how these characteristics contribute to their performance as entrepreneurs (Berkup, 2014). Generation X entrepreneurs are often regarded as transformative leaders with the ability to overcome business challenges in the digital age. They are able to use their life and professional experiences to build businesses that are not only profit-oriented, but also provide added value to society. Studies show that generation X entrepreneurs tend to prioritize work-life balance, which affects the way they manage and motivate their teams, as well as in making business decisions (Alimuddin & Poddala, 2023).

Factors that influence the success of generation X entrepreneurs include management skills, emotional intelligence, and the ability to adopt new technologies. Good management skills enable them to manage resources effectively, while emotional intelligence helps in building strong relationships with clients and teams. Adoption of new technologies is also key in maintaining a competitive edge, allowing them to innovate and respond quickly to market changes. Despite their many strengths, generation X entrepreneurs also face unique challenges. They must overcome fierce competition not only from the previous generation but also from younger generations who are highly conversant with technology. In addition, they must adapt to rapidly changing consumer preferences and market dynamics. These challenges require the ability to continuously learn and innovate, while maintaining flexibility in business strategy (Tasmilah, 2023). Overall, the performance of generation X entrepreneurs is influenced by a combination of their generational characteristics, adaptability, and the way they deal with challenges. Despite facing various obstacles, many of them have managed to capitalize on their uniqueness to create and grow businesses that are not only financially successful but also make a positive contribution to society. Through combining traditional values with innovation, generation X entrepreneurs show that they have significant potential in shaping the future of entrepreneurship (Widaryanti et al., 2021).

Cultural Transformation, Digital Competence and Entrepreneurial Motivation

Heavin & Power (2018) summarize that digital transformation proves its ability to solve problems in the company, while Hess et al. (2016) said organizations that do not quickly create and implement DT strategies will not be able to compete in the new digital world. Like any transformation process, adjusting to this new reality is risky and difficult (Vial, 2019). According to Deline (2019), 70% of significant organizational changes fail (Ahmad et al., 2022). Continuous optimization as a company capable of perceiving and reacting quickly to market changes is one of the main goals of DT. This type of transformation requires a series of steps and time to achieve the ideal transformation. Digitalization helps companies especially in doing business and developing the company's ability to improve the way of doing activities. The application and adoption of technology is important to increase productivity, create value, and have digital leaders who can facilitate digital transformation. The ability to lead an organization to achieve goals and have more competitive advantage is the definition of the concept of leadership (Hanandeh et al., 2023).

Cultural transformation, digital competence, and entrepreneurial motivation are three important elements that influence the dynamics of entrepreneurship in the current digital era. Cultural transformation refers to the change in values, norms, and behaviors of a society that support entrepreneurship. In this context, a culture that supports innovation, risk-taking, and adaptability is key to creating an environment that fosters entrepreneurship. On the other hand, digital competence encompasses the ability of individuals or organizations to utilize digital technology in order to achieve their business objectives. This competency encompasses an understanding of technology, the ability to analyze data, and the capability to develop innovative digital solutions. Entrepreneurial motivation is an internal factor that drives individuals or groups to create and manage their own businesses. This motivation can stem from a desire to achieve financial freedom, exert control over one's work, or make a contribution to society.

Cultural transformation is crucial in supporting entrepreneurship because a culture that fosters innovation and risk-taking can create an environment that supports innovation and adaptability, both of which are essential for creating successful businesses in the digital era. Digital competence is crucial for achieving competitiveness in the digital era, when technology serves as a vital tool in business operations and creating value for customers. Entrepreneurial motivation, on the other hand, is an internal factor that drives individuals or groups to create and manage their own businesses, which is a crucial aspect of fostering innovation and business growth.

Thus, cultural transformation, digital competence, and entrepreneurial motivation are interconnected and collectively influence the dynamics of entrepreneurship in the digital era. They create an environment that supports innovation, risk-taking, and adaptability, while also facilitating the use of digital technology to achieve business goals. In addition, entrepreneurial motivation drives individuals or groups to create and manage their own businesses, which is a crucial aspect of fostering innovation and business growth.

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Digital competency is a collection of skills, knowledge, and attitudes required to use digital technology effectively and responsibly. In today's digital age, these capabilities are not only relevant for individuals in their daily lives, but also crucial for professional and organizational success. The following literature review outlines various important aspects related to digital competencies (Sitompul, 2022). The importance of digital competence has been emphasized in many studies, which show that individuals and organizations with high levels of digital competence are better able to adapt to market changes, increase productivity and innovate. Digital competencies cover a wide range of aspects, from basic use of information and communication technology (ICT) to more complex capabilities such as digital problem solving, critical thinking, and creativity in a digital environment. (Syahid et al., 2022) Digital competencies are valuable assets in an increasingly digital society and economy. They enable individuals to actively and responsibly participate in the digital environment, while providing organizations with the necessary tools to innovate and remain competitive. To achieve this, continuous investment in education and training aimed at improving digital literacy at all levels of society is required. A holistic approach to digital competency development will ensure that all individuals have the ability to succeed in an ever-changing world.

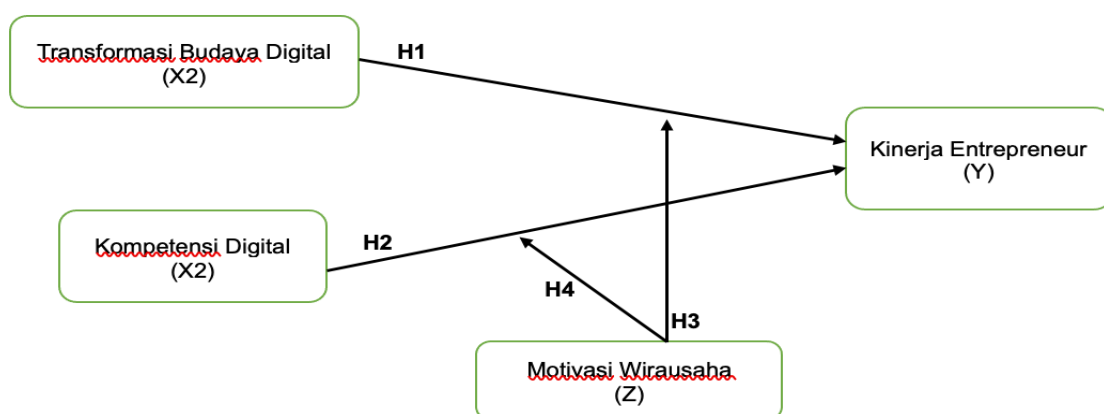
Research conducted by Almi and Rahmi (2020) shows that digital literacy has a very important role in the world of entrepreneurship, because students will find it easier to carry out digital-based entrepreneurial activities (Hancock et al., 2022). In the application of entrepreneurs, digital competence and entrepreneurial orientation lead to the competitive advantage of micro, small and medium enterprises. Innovative, proactive and risk-taking entrepreneurial orientation are crucial dimensions of EO that impact entrepreneurial success in the digital era. Entrepreneurial orientation (EO) is a strategic orientation that describes the mindset and behavior of entrepreneurs in creating, building, and growing new businesses, which is an important determinant of entrepreneurial success in the digital era (Zulkifli et al., 2023).

According to Sarosa (2005) motivation is the drive in a person to do something, for example to become a young entrepreneur. Some people who succeed in this world are mostly those who have strong motivation, so there is something that encourages them to do or achieve something. Therefore the stronger one's motivation is often the higher the chances of success. That shows the importance of motivation and the

importance of maintaining motivation in every action. In Baum, Frese, and Baron's (2007) research, motivation in entrepreneurship is related to achievements, such as market recognition and opportunities. Motivation is not only to achieve goals but also to seek information related to entrepreneurial opportunities so that confidence can be formed in achieving all these things. (Pradana & Safitri, 2020). Motivation is an element of stimulating desire (want) the driving force of a person's willingness to work towards certain goals to be achieved. The role of motivation in entrepreneurship can be analogized as fuel for the engine. Adequate business motivation will encourage active behavior in entrepreneurship (Sunyoto, 2012). Motivation is the driving force of a person's willingness to work towards the goals achieved. Entrepreneurs are people who have creativity and innovation so that they are able to explore and find opportunities and realize them into businesses that generate value or profit (Basrowi, 2016). Entrepreneurship is someone who is creative and innovative and faces risks that can create opportunities to become a business that generates value or profit (Harie & Andayanti, 2020).

Based on several national and international journals above, we will discuss the conceptual framework of generation x entrepreneur performance: the influence of cultural transformation and digital competence with moderation of entrepreneurial motivation.

Figure 1. Conceptual framework and research hypothesis



- H1:** Digital cultural transformation has a significant effect on the performance of generation X entrepreneurs
- H2:** Digital competence has a significant effect on the performance of millennial entrepreneurs
- H3:** Digital cultural transformation has a significant effect on the performance of millennial entrepreneurs if moderated by entrepreneurial motivation
- H4:** Digital competence has a significant effect on the performance of millennial entrepreneurs if moderated by entrepreneurial motivation

RESEARCH METHOD

This study uses a type of quantitative research, using a data collection method in the form of a questionnaire using five alternative levels of a statement from very positive to very negative conditions in the form of a Likert scale. The Likert scale has 5 statement scores, number 1 indicates the lowest answer level and number 5 indicates the highest answer level. The questionnaire used combines online questionnaires or through google form and offline questionnaires. The variables used are independent variables (digital cultural transformation, and digital competence), moderating variables (entrepreneurial motivation), and dependent variables (entrepreneurial performance). In the context of the research, the identification of these variables helps in designing the research methodology, data collection, and analysis to understand the dynamics

between cultural transformation, digital competence, and entrepreneurial motivation in influencing the performance of Generation X entrepreneurs.

The sample is part of the number and characteristics of the population (Sugiyono, 2015). The sample size used in this study was 97 generation X entrepreneurs in Makassar City. Data is collected within a certain time interval with a one-shot approach which indicates cros sectional data when viewed over a period of time. The Moderating Regression Analysis (MRA) tool was used to analyze the data and the relationship of each variable with the SmartPLS program. Thus, the mathematical model of this study is presented in the form of a bar chart, and to measure each variable, this study uses several indicators adopted from several studies.

Table 1. Research instruments

Variable	Indicators	Source
Digital Culture Transformation (X1)	Ability to adopt new technologies efficiently, Basic skills in operating digital tools and software, Implementation of digital collaborative tools and teamwork practices, Ability to adapt products and services to changing consumer preferences influenced by technology, Use of digital tools in leadership and management. (Adoption of new technologies, Digital skills, Collaborative work culture, Adaptation to the market, Digital leadership).	(Mahmud & Tesniwati, 2023)
Digital Competence (X2)	Ability to evaluate and sort information online, Skills in creating and editing digital content such as videos, images, and text. Skills in internet navigation and usage, and the ability to critically evaluate digital technologies.,	(Ibda, 2023)
Entrepreneur Performance (Y)	Innovation of new products or services that are successfully launched into the market. Profit revenue growth, success in developing and expanding market share. Positive contribution to economic growth and community development, as well as the ability to overcome challenges and take risks wisely.	(Y. Djoko suseno & Suddin, 2019)
Entrepreneurial Motivation (Z)	Financial reasons want to create financial stability for themselves and their families. Social reasons have a positive impact on society, provide employment, and support local economic development.	(Cinthia & Tamba, 2022)

	Service reasons provide solutions to problems faced by a particular community or industry, and dedicate themselves to adding value to their customers. Self-fulfillment reasons seek new challenges, opportunities to grow	
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RESULTS AND DISCUSSION

To validate the model, this study uses a two-step approach, which involves evaluating the outlier (measurement) and the inside of the structural model, this study involves validity and reliability measurements which show that all indicators of this study show loading values that exceed 0.7. This minimum value for each item is very important to meet reliability standards, according to the reliability of all measurement items in the process.

Furthermore, in the second step through the loading factor, reliability is indicated by the composite reliability value, which should exceed 0.7. Based on the results of composite reliability for all constructs in the model exceeding 0.7. This situation signifies the reliability of the model. Furthermore, the analysis of convergent validity is also very important, taking into account the average variance extracted.

In assessing the hypothesis, the p-values must be below 0.05 for the hypothesis to be accepted. P-value

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Table 2. Parh Coefficient Results for Hypotheses

	T Values	P Values	Keterangan
X1->Y	3.075	0.002	Hipotesis Diterima
X2->Y	5.259	0.000	Hipotesis Diterima
Z.xX1->Y	1.830	0.067	Hipotesis Diterima
Z.xX2->Y	2.187	0.029	Hipotesis Diterima

Meanwhile, there is a correlation between the variable X1, which indicates the transition of digital culture, and the dependent variable Y, which measures entrepreneurial performance. The variable that is influenced by other factors and is used to measure the performance of an entrepreneur is represented by the symbol Y. The high T value (3.075) and very low P value (0.002) indicate that this correlation is statistically significant, hence supporting the adoption of the hypothesis linking X1 to entrepreneur success (Y). The findings reveal that digital cultural change significantly affects entrepreneurial success, as evidenced by the high T value and low P value. This influence can be clarified by examining several crucial signals. At first, using new technology allows entrepreneurs to increase productivity and reduce operational costs, which directly improves the performance of their business. Moreover, the entrepreneurial individuals' proficiency in digital skills empowers them to effortlessly acquire market intelligence and conduct data analysis, both of which are pivotal for making astute selections and executing triumphant corporate plans. Moreover, the use of digital technologies enhances efficient communication and collaboration within a cooperative work environment, which is essential for encouraging creativity and rapidly resolving issues. Moreover, the ability to adapt to rapidly changing consumer preferences helps

that companies stay relevant and competitive, thereby improving their market position and increasing revenue. In essence, digital leadership improves the allocation of resources and increases employee motivation, both of which are crucial for achieving overall improved organizational performance. Therefore,

The hypothesis linking the digital cultural revolution to improved entrepreneurial performance is considered valid, given the significant and positive impact of these attributes on company operations and strategy. The relationship between the independent variable of digital competence (X2) and the dependent variable of entrepreneur performance (Y) is being examined. The high T value (5.259) and the low P value of 0.000 indicate that this link is highly statistically significant, confirming the hypothesis that there is a relationship between the digital competency variable (X2) and entrepreneurial success (Y). The digital competency variable has a significant influence on entrepreneurial performance, as indicated by the high T value and the close-to-zero P value. Quantifiable measures of digital proficiency clarify this significant contribution. Entrepreneurs can gain an advantage by having the ability to evaluate and classify online information, allowing them to make informed decisions based on up-to-date and relevant data. Efficiently managing a flexible and adaptable organization is of utmost importance. Proficiency in creating and editing digital content, including videos, photos, and text, is essential in today's digital marketing landscape. This skill enables businesses to effectively communicate messages to their intended audience, ultimately increasing audience engagement and expanding brand visibility. Moreover, having expertise in internet browsing and utilization enables entrepreneurs to efficiently utilize various online resources for their business operations, including marketing, sales, and customer support. Ultimately, the ability to evaluate digital technologies in a perceptive manner is crucial for implementing the most effective technical solutions and avoiding investments in technologies that do not generate significant additional value. The significance of these talents in augmenting entrepreneurial success is apparent, as they promptly improve efficiency, efficacy, and ingenuity in business.

The hypothesis regarding the interaction between entrepreneurial motivation (Z) and digital cultural transformation (X1) affecting entrepreneurial performance (Y) shows relative significance although the P value is slightly above the conventional umbral (0.067). This can be explained through the mutually reinforcing relationship between entrepreneurial motivation and the application of digital cultural transformation in producing higher performance. Indicators of entrepreneurial motivation (Z) include financial, social, service, and self-fulfillment reasons. These motivations drive entrepreneurs to seek financial stability, make a positive impact on society, address social or industry issues, and seek new challenges and opportunities for growth. When these motivations are combined with digital cultural transformation, which includes adoption of new technologies, digital skills, collaborative work culture, adaptation to the market, and digital leadership, the synergy created strengthens entrepreneurial performance.

Entrepreneurs that possess strong social motives are typically more adept at establishing a collaborative work culture and exhibiting digital leadership. These qualities are essential for creating solutions that yield a favorable influence on society. Likewise, those driven by financial considerations will be more inclined to actively embrace emerging technologies and acquire digital competencies in order to improve operational effectiveness and increase profits. The purpose behind a service-oriented approach is to adapt products to the market by utilizing technology to offer new solutions to societal or industry difficulties. Finally, the incentive for self-fulfillment promotes innovation and prudent risk-taking, supported by strong digital abilities and efficient leadership. Entrepreneurial performance indicators (Y), such as the introduction of novel products or services, increase in revenue, expansion of market presence, contribution to economic growth, and ability to overcome obstacles, serve as clear evidence of the direct results of the interplay between entrepreneurial drive and digital cultural transformation. The combination of high motivation and successful technological integration in corporate

operations fosters optimal circumstances for long-term growth and innovation. Consequently, the hypothesis that entrepreneurial motivation moderates the relationship between digital cultural transformation and entrepreneurial performance is confirmed. This suggests that motivation plays a crucial role in maximizing the beneficial effects of digital transformation on business performance.

The correlation between digital competence (X2) and entrepreneurial performance (Y), influenced by entrepreneurial motivation (Z), has statistical significance, as indicated by the relatively high T values and low P values. This interaction suggests that the fusion of digital competence and entrepreneurial motivation greatly improves entrepreneurial performance. This can be attributed to the interplay between these indicators of variables. In the present digital age, possessing digital competence is essential. This encompasses the capacity to assess and filter online information, proficiency in generating and modifying digital content, expertise in navigating the internet, and the ability to critically evaluate technology. These skills empower entrepreneurs to effectively collect and utilize information, generate captivating and pertinent content for their audience, and make well-informed decisions based on thorough technological research. The utilization of these digital talents is reinforced by entrepreneurial motivation, which encompasses financial, social, service, and self-fulfillment factors. Financial incentives compel entrepreneurs to leverage their digital expertise in order to optimize productivity and enhance income. Individuals are motivated by their desire to contribute to society and address societal or industry problems when using technology. They are also driven by the need for personal growth and fulfillment, which leads to creativity and the embrace of new technologies to overcome hurdles.

The confluence of digital competence and entrepreneurial motivation directly influences performance metrics such as the launch of new products or services, revenue growth, market development, economic contribution, and risk management capability. Entrepreneurs that possess a robust understanding of digital technologies and exhibit a high level of drive and determination are more inclined to attain long-lasting innovation, boost their earnings and market presence, and make valuable contributions to the economy and society. Thus, the hypothesis regarding the role of entrepreneurial motivation in moderating the relationship between digital competence and entrepreneurial performance is confirmed. This suggests that entrepreneurial motivation not only improves the use of digital competence but also amplifies its positive influence on measured performance outcomes. Motivation enhances the strategic and impactful application of digital competence, leading to higher and more sustainable corporate performance by providing direction and purpose.

The significance of variables X1 and X2, both of which exert a substantial impact on Y, suggests that they are crucial predictors of the dependent variable Y in the investigated model. Furthermore, the impact of moderating variable Z on Y is noteworthy when it interacts with X1 and X2. However, the influence of Z and X1 on Y is comparatively weaker than that of Z and X2. This implies that Z alters the connection between X1, X2, and Y, but its impact is more pronounced when it interacts with X2. The results demonstrate that both X1 and X2 have a significant impact on Y, and that Z, as a moderating factor, influences the relationship between X1, X2, and Y. Entrepreneurs that possess robust social motives are typically more adept at establishing a collaborative work culture and exhibiting digital leadership. These qualities are essential for creating solutions that yield a favorable influence on society. Likewise, those driven by financial considerations will be more inclined to actively embrace new technologies and develop digital competencies in order to improve efficiency and increase income. The goal behind service-oriented approach is to adapt the product to the market by utilizing technology to offer new solutions to societal or industry difficulties. Finally, the incentive for self-fulfillment promotes innovation and prudent risk-taking, supported by strong digital skills and efficient leadership. Entrepreneurial performance indicators (Y), such as the introduction of novel products or services, increase in revenue, expansion of market presence, contribution to economic growth, and ability to overcome obstacles,

serve as tangible results of the interplay between entrepreneurial drive and digital cultural transformation. The combination of robust motivation and efficient technology implementation in corporate operations fosters optimal circumstances for enduring growth and innovation. Thus, the hypothesis that entrepreneurial motivation moderates the relationship between digital cultural transformation and entrepreneurial performance is confirmed. This suggests that motivation is crucial in optimizing the beneficial effects of digital transformation on business performance.

The statistical analysis reveals a significant association between digital competence (X2) and entrepreneurial success (Y), which is further influenced by entrepreneurial motivation (Z). This is supported by the high T values and low P values observed. This interaction demonstrates that the fusion of digital competence and entrepreneurial motivation greatly improves entrepreneurial performance. This can be attributed to the interplay between these indicators of variables. In the present digital era, digital competence is of utmost importance. This encompasses the capacity to assess and filter online information, proficiency in generating and modifying digital content, expertise in navigating the internet, and the ability to critically evaluate technology. These skills empower businesses to effectively collect and utilize information, generate captivating and pertinent content for their audience, and make well-informed decisions through thorough technological research. The utilization of these digital talents is reinforced by entrepreneurial motivation, which encompasses financial, social, service, and self-fulfillment factors. Entrepreneurs are motivated by financial incentives to utilize their digital abilities in order to optimize productivity and boost income. Individuals are motivated by their desire to contribute to society and address social or industry problems when using technology. They also seek personal fulfillment through innovation and the adoption of new technology to overcome hurdles.

CONCLUSION

This study examines how cultural transformation and digital competence impact the performance of Generation X entrepreneurs, taking into account the moderating influence of entrepreneurial motivation. The performance of Generation X entrepreneurs is significantly influenced by cultural revolution. This suggests that in order to improve performance in a constantly changing business environment, it is crucial to adjust to cultural changes and embrace new methods that encourage innovation and creativity. Digital competence, which refers to the proficiency in utilizing digital technology for enhancing operational efficiency and marketing, plays a crucial role in driving performance development. This emphasizes the notion that the capacity to use digital technology into business strategy is crucial for entrepreneurs from Generation X. Entrepreneurial motivation acts as a moderator in the connection between cultural transformation, digital competence, and entrepreneurial performance. High levels of motivation can enhance the favorable influence of cultural transformation and digital competence on performance. On the other hand, a lack of drive can diminish the efficacy of these two elements.

This research suggests that in order to improve the performance of Generation X entrepreneurs, it is necessary to implement complete strategies that prioritize the development of digital competence, cultural adaptation, and entrepreneurial motivation. Entrepreneurial training and development programs should incorporate motivating elements alongside instruction in technical and cultural proficiencies. Organizations that support entrepreneurs are advised to incorporate programs that promote cultural and technological education and boost entrepreneurial drive. This may encompass various activities such as workshops, seminars, mentoring, and network assistance that specifically target the implementation of advanced technology and successful cultural adaption tactics. This study highlights the significance of cultural transformation, digital proficiency, and entrepreneurial drive in bolstering the performance of Generation X entrepreneurs. Generation X entrepreneurs can enhance their effectiveness in handling

current market issues and maximizing existing possibilities by comprehending and implementing plans that take into account these three criteria.

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