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### RESEARCH ARTICLE

#### THE PARADIGM OF KNOWLEDGE, KNOW-HOW, SOCIAL INTELLIGENCE FOR WORK ACHIEVEMENT

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#### Abstract

This research aims to study the importance of the variables: Knowledge, Know-How and Social Intelligence with Work Achievement. The researcher applied the quantitative research method, collecting data from 400 entrepreneurs. The results show that Knowledge, Know-How and Social Intelligence had a relationship with Work Achievement at high level; and these three variables were also able to predict Work Achievement at 82.7%. The entrepreneur should adopt the procedure of learning management in order to utilize knowledge gained from the experience of the practitioners; should increase the activities on know-how in order to enhance personnel's skills and ability to apply various knowledge; including should practice the soft skills, especially social intelligence which helps personnel to have a positive attitude toward themselves and others. If this can be done continuously, it will create sustainable work achievement.

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#### Introduction:-

The world context has entered the age of digital disruption, which resulted in the immediate changes in organization in 21<sup>st</sup> century. This links to the adjustment of personnel and the direction of organizations around the world. These changes also affect the success of organization, which is the ultimate goal of directing the personnel to achieve the same goal. Along the way, the personnel must create their own achievement. Therefore, it cannot be denied that the success of individuals is an important part in creating the success of organization.

The paradigm to generate success or work achievement includes various elements which can be difficult, simple or challenging. In order to overcome the obstacles at work, it requires the knowledge of personnel. It might be from learning through educational institutes that offer various subjects, learning from routine work experience, learning from colleagues or learning from the surroundings. The personnel's lack of real knowledge in work could be a reason of poor performance or decreased quality of work; this brings about the disadvantages to the organization, such as the damage of work, or the lack of personnel discipline (Boonkrob and Surachatri, 2022). Another problem that makes organizations fail is the lack of know-how.

It is an important process for working to achieve goals. In case that personnel in an organization have only theoretical knowledge but lack practical knowledge, this means unawareness. This problem tends to be more and more severe in the future. The reason is a lack of practice, learning from real working, or taking lessons from knowledge in the organization. The absence of know-how causes the organization's personnel to lack strength in wisdom, and has an effect on competitiveness of organization. This is partly a result from that the useful and

meaningful transfer of the external know-how to create value can be a challenging task because the current practice of know-how transfer often is still rather content oriented and not towards the outcomes (Dubickis and Gaile-Sarkane, 2017).

Moreover, the future trend of personnel that organizations need is not just Intelligence Quotient (IQ) but must have Emotional Quotient (EQ) and social intelligence or Social Quotient (SQ) as well. The social intelligence is an important soft skill enabling personnel to know more about themselves, to understand others and to adapt themselves to the changing situations; this leads to good results that makes the work in organization continue smoothly. On the other hand, some personnel have social problems. They do not have friends. They work alone and lack social assistance (Pawajarleonpol, 2016). The lack these skills might affect the personnel to be unable to solve the problem of their own or public problem; and it can also be an obstacle to achieve the organization's goals.

To conduct this research, the researcher has reviewed the studies in the past and found the link of important variables: Knowledge, Know-How and Social Intelligence that affect Work Achievement. However, there is not a holistic study in this issue. The researcher thought that these three variables are important to generate work achievement of personnel; therefore, conduct the study on this issue with the business entrepreneurs. the aim is to utilize the research results to create new paradigm for working efficiently and effectively, and both in quantitative and qualitative aspect, for the personnel and business organization in present and in the future.

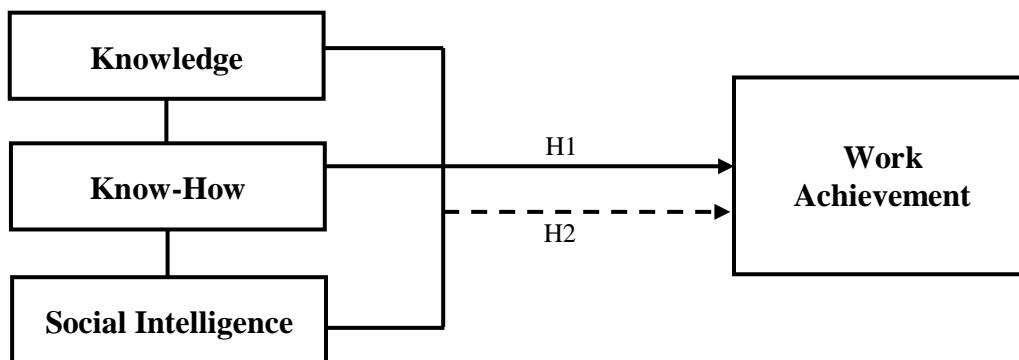
#### Purposes Of Research:-

1. To study the attitude of business entrepreneurs towards the variables: Knowledge, Know-How and Social Intelligence.
2. To analyze the relationship between the variables: Knowledge, Know-How, Social Intelligence with Work Achievement.
3. To present the paradigm that has an effect on Work Achievement.

#### Hypotheses Of Research:-

- H1 The variables: Knowledge, Know-How and Social Intelligence have the correlation coefficient with Work Achievement at high level.
- H2 The Adjusted  $R^2$  can predict Work Achievement.

#### Research Paradigm:-



**Figure 1:-** Shows the research paradigm.

#### Literature Review:-

Paradigm refers to a framework of ideas and practices that can be used to create awareness and understanding among those who share a common goal, both as a form and a way of thinking that is appropriate for a given time. Suanchan (2012) said that the paradigm has a link between worldview and conception of reality. Chatsuriyawong (2014) gave an interesting definition of paradigm that it is the approaches to study the conception, way of thinking, perception, way of valuing the people or way of acting together to form a vision of truth. This has the implication of being a development framework that uses learning methods as a tool to study and solve problems that are accepted by scholars at a certain time. Tantayanon (2016) also pointed out that the paradigm is still important to enable people to have the ability to solve the old problems which have never been solved, by applying new

perspectives in solving those problems appropriately. The paradigm may cause people to have a new perspective towards the old data set without changes. In addition, Poonam (2019) suggested that as the competition is increasing, companies have realized the importance of new paradigm of training and development for employees and organization because it helps increase the overall organizational performance which in turn helps increase the productivity and profitability of organization.

Knowledge refers to what a person accumulates from education or learning from childhood; learning from family members; until school age, learning and researching from educational institutions; until working age, learning from organizations and works. Moreover, knowledge is what is gained by hearing, listening, thinking or practicing in each field through a process of comparing, thinking and linking until it is understood and utilized. In addition, the resulting knowledge can be used for management and decision-making in context based on beliefs, common sense, or user's experience (Yamazaki, 1999; Wongyai, 2009). The hierarchy of knowledge is divided into 4 levels: data, information, knowledge, and wisdom, where the knowledge is also divided into explicit knowledge, which is accounted for 20-25%; and the knowledge embedded in the person, which is accounted for 75-80%. They can be the explainable knowledge that is not yet recorded as the explicit knowledge; and the inexplicable knowledge, such as the talents of artists or other fields of art, etc. (Boonyakit et al., 2006).

Know-how is a part of overall knowledge. It is to know how something is, how it is processed, and how to apply the knowledge in practicing in accordance with the environment. A person who can have know-how must initially have skills, capability and knowledge in that field or a special knowledge to do something successfully. Sometimes, it is personal talent that is hard to transfer. In the past, many scholars have studied about know-how. For example, Dubickis and Gaile-Sarkane (2017) said about the six-step process model of know-how transfer was (1) Learning outcomes of the know-how transfer process should be stated as precisely as possible. (2) Appropriate teaching, learning and assessments methods have to be selected for each defined outcome statement. (3) Stakeholders involved in the process have to be familiarized with. (4) Transfer of know-how should be implemented by applying the selected methods. (5) The success of process should be monitored. Learning outcomes and the applied methods should be reviewed if necessary. (6) The process of transfer should be continued and final assessment should be applied to fix whether learning outcomes are achieved.

Social Intelligence is defined as the expression of the ability to recognize, understand and accept what others do, based on the positive thinking, an awareness of good and bad, and the adaptability with others in any environment, the ability to live a correct and happy life, and the ability to create value to oneself, an organization or the society. Goleman (2006) said about the social intelligence in 2 dimensions: (1) social awareness, and (2) social interactions. Meanwhile, Albrecht (2009) identified 5 components of social intelligence, which were (1) situation awareness – the ability to read situations and interpret a person's behavior in each situation. (2) presence – the expression of both verbal and non-verbal language. (3) authenticity – the ability to explain the mistakes or errors and to give opinion. (4) clarity – the ability to explain one's own feeling or demand clearly, and to express an undisputed opinion. (5) empathy – the ability to acknowledge others' feeling and empathize with others.

Work achievement is defined as an indicator or a measure of the level of success of a performance based on skill, dedication, and duration, compared to the set goals. It may be shown in the form of both quantitative and qualitative results, by taking into account the appropriateness of each subject. Sarboini et al. (2018) defined the work achievement as a result of motivation and ability to perform tasks to achieve the duties with a certain level of determination and work skills. In addition, Rustiandi et al. (2019) said that work performance is the achievement of a person's work on behavior in the implementation of work activities. Work performance is the achievement of a person's work on the implementation of the tasks that have been assigned based on skills, sincerity and time.

Furthermore, the work achievement of a person also affects the achievement of an organization. According to Dekawati, Suhendar, and Aji (2019), the good discipline of employees is needed by every organization to achieve organizational goals. The employees who have low discipline will be difficult to achieve good results and will make organizational performance decreased. Eventually, the work achievement should be based on the quantity and quality of output, the speed or punctuality of work performed, and the cost-effective use of resources (Office of the Civil Service Commission, 2016).

### Research Methodology:-

The researcher applied the quantitative research method. The populations of this research were 46,438 business entrepreneurs in Nonthaburi province, Thailand, who registered as a juristic person with the Department of Business Development, Ministry of Commerce (data on December 2021) (Department of Business Development, 2021). The method for calculating the sample size was to use the Taro Yamane's formula (Yamane, 1970), and obtained 400 samples. The research tool was the questionnaire. The statistics used in this research were frequency, percentage, mean, standard deviation, Pearson Correlation Coefficient, and Multiple Regression Analysis (MRA).

### Research Results:-

#### The analysis of demographic profiles

With regard to the demographic profiles of 400 respondent, it was found that Regarding work position, 47.50% of respondent worked at the marketing department, followed by 21.00% at the manufacturing department, 15.50% as the senior management, 13.00% at the accounting and finance department, and 3.00% at other departments respectively.

Regarding organization size, 49.25% were small enterprise, followed by 37.00% were SME, and 13.75% were large enterprise respectively.

Regarding duration of business, 29.00% have been operated for 11-15 years, followed by 27.75% for 5-10 years, 22.00% for less than 5 years, and 21.25% for more than 15 years respectively.

Regarding types of business, 55.25% were merchandizing business, followed by 30.25% were service business, and 14.50% were manufacturing business respectively.

#### The analysis of the attitude towards Knowledge, Know-How and Social Intelligence

With regard to the attitude towards Knowledge, Know-How and Social Intelligence, the results show that most respondent agreed with these variables in overall at the highest level ( $\bar{X} = 4.43$ , S.D. = .395). In particular, Knowledge had the highest mean score ( $\bar{X} = 4.57$ , S.D. = .478), followed by Know-How ( $\bar{X} = 4.53$ , S.D. = .462), and Social Intelligence ( $\bar{X} = 4.46$ , S.D. = .510) respectively (see table 1).

**Table 1:-** Shows mean and standard deviation of Knowledge, Know-How and Social Intelligence.

Knowledge, Know-How and Social Intelligence	$\bar{X}$	S.D.	Interpretation	Ranking
Knowledge ( $X_1$ )	4.57	.478	Agree at the highest level	1
Know-How ( $X_2$ )	4.53	.462	Agree at the highest level	2
Social Intelligence ( $X_3$ )	4.46	.510	Agree at the highest level	3
<b>Total</b>	<b>4.43</b>	<b>.395</b>	<b>Agree at the highest level</b>	

With regard to Knowledge, the results show that most respondent agreed with Knowledge in overall at the highest level ( $\bar{X} = 4.57$ , S.D. = .478). In particular, knowledge gained from experience helps build success at work had the highest mean score ( $\bar{X} = 4.64$ , S.D. = .615), followed by knowledge gained by action is valuable ( $\bar{X} = 4.62$ , S.D. = .570), knowledge gained from the practitioner's analysis and synthesis will be a new knowledge to be utilized ( $\bar{X} = 4.61$ , S.D. = .560), knowledge gained from continuous learning creates sustainable success in the job ( $\bar{X} = 4.55$ , S.D. = .606), and knowledge is an important tool that increases work efficiency ( $\bar{X} = 4.53$ , S.D. = .607) respectively (see table 2).

**Table 2:-** Shows mean and standard deviation of Knowledge.

Knowledge	$\bar{X}$	S.D.	Interpretation	Ranking
Knowledge gained from experience helps build success at work.	4.64	.615	Agree at the highest level	1
Knowledge gained by action is valuable.	4.62	.570	Agree at the highest level	2
Knowledge gained from the practitioner's analysis and synthesis will be a new knowledge to be utilized.	4.61	.560	Agree at the highest level	3
Knowledge gained from continuous learning creates sustainable	4.55	.606	Agree at the highest level	4

success in the job.				
Knowledge is an important tool that increases work efficiency.	4.53	.607	Agree at the highest level	5
<b>Total</b>	<b>4.57</b>	<b>.478</b>	<b>Agree at the highest level</b>	

With regard to Know-How, the results show that most respondent agreed with Know-How in overall at the highest level ( $\bar{X} = 4.53$ , S.D. = .462). In particular, know-how can be applied to practical work in any work environment had the highest mean score ( $\bar{X} = 4.61$ , S.D. = .623), followed by know-how will come to the practitioners as they understand the task more ( $\bar{X} = 4.59$ , S.D. = .589), know-how is derived from a person's knowledge, skills and talents for the job ( $\bar{X} = 4.53$ , S.D. = .595), know-how can be transferred to others to create success in the job ( $\bar{X} = 4.53$ , S.D. = .619), and know-how can be applied its methods based on task success goals ( $\bar{X} = 4.40$ , S.D. = .624) respectively (see table 3).

**Table 3:-** Shows mean and standard deviation of Know-How.

<b>Know-How</b>	$\bar{X}$	S.D.	<b>Interpretation</b>	<b>Ranking</b>
Know-how can be applied to practical work in any work environment.	4.61	.623	Agree at the highest level	1
Know-how will come to the practitioners as they understand the task more.	4.59	.589	Agree at the highest level	2
Know-how is derived from a person's knowledge, skills and talents for the job.	4.53	.595	Agree at the highest level	3
Know-how can be transferred to others to create success in the job.	4.53	.619	Agree at the highest level	4
Know-how can be applied its methods based on task success goals.	4.40	.624	Agree at the highest level	5
<b>Total</b>	<b>4.53</b>	<b>.462</b>	<b>Agree at the highest level</b>	

With regard to Social Intelligence, the results show that most respondent agreed with Social Intelligence in overall at the highest level ( $\bar{X} = 4.46$ , S.D. = .510). In particular, when living in society, having the ability to read situations, understand and know how to cope with them had the highest mean score ( $\bar{X} = 4.71$ , S.D. = .487), followed by acknowledging the differences and diversity of the ideas of colleagues will lead to success in the job ( $\bar{X} = 4.50$ , S.D. = .608), having a positive attitude towards oneself and others can lead to happiness and success at work ( $\bar{X} = 4.47$ , S.D. = .642), being considerate and genuinely helping others are essential to success at work ( $\bar{X} = 4.47$ , S.D. = .654), and being a good listener is essential to communication leading to successful collaboration ( $\bar{X} = 4.37$ , S.D. = .718) respectively (see table 4).

**Table 4:-** Shows mean and standard deviation of Social Intelligence.

<b>Social Intelligence</b>	$\bar{X}$	S.D.	<b>Interpretation</b>	<b>Ranking</b>
When living in society, having the ability to read situations, understand and know how to cope with them.	4.71	.487	Agree at the highest level	1
Acknowledging the differences and diversity of the ideas of colleagues will lead to success in the job.	4.50	.608	Agree at the highest level	2
Having a positive attitude towards oneself and others can lead to happiness and success at work.	4.47	.642	Agree at the highest level	3
Being considerate and genuinely helping others are essential to success at work.	4.47	.654	Agree at the highest level	4
Being a good listener is essential to communication leading to successful collaboration.	4.37	.718	Agree at the highest level	5
<b>Total</b>	<b>4.46</b>	<b>.510</b>	<b>Agree at the highest level</b>	

With regard to Work Achievement, the results show that most respondent agreed with Work Achievement in overall at the highest level ( $\bar{X} = 4.53$ , S.D. = .467). In particular, Knowledge affects Work Achievement had the highest mean score ( $\bar{X} = 4.57$ , S.D. = .478), followed by Know-How affects Work Achievement ( $\bar{X} = 4.54$ , S.D. = .506), and Social Intelligence affects Work Achievement ( $\bar{X} = 4.51$ , S.D. = .505) respectively (see table 5).

**Table 5:-** shows mean and standard deviation of Work Achievement.

Work Achievement	$\bar{X}$	S.D.	Interpretation	Ranking
Knowledge affects Work Achievement.	4.57	.478	Agree at the highest level	1
Know-How affects Work Achievement.	4.54	.506	Agree at the highest level	2
Social Intelligence affects Work Achievement.	4.51	.505	Agree at the highest level	3
<b>Total</b>	<b>4.53</b>	<b>.467</b>	<b>Agree at the highest level</b>	

**The analysis of the relationship between Knowledge, Know-How, Social Intelligence with Work Achievement.**

With regard to the relationship between Knowledge, Know-How, Social Intelligence with Work Achievement, by considering the correlation coefficient, the results show that all 3 variables had the relationship with Work Achievement at high level. The correlation sorted in descending order as follows: Knowledge ( $X_1$ ) with Work Achievement (Y) ( $r = .869$ ), Know-How ( $X_2$ ) with Work Achievement (Y) ( $r = .865$ ), and Social Intelligence ( $X_3$ ) with Work Achievement (Y) ( $r = .805$ ) (see table 6).

**Table 6:-** Shows the relationship between Knowledge, Know-How, Social Intelligence with Work Achievement.

variables	$X_1$	$X_2$	$X_3$	Y
$X_1$	–			
$X_2$	.779**	–		
$X_3$	.829**	.803**	–	
Y	.869**	.865**	.805**	–

\*\* with statistical significance at .01

**The analysis of the factor loading of variables: Knowledge, Know-How, Social Intelligence affecting Work Achievement**

**Table 7:-** shows the factor loading of variables: Knowledge, Know-How, Social Intelligence affecting Work Achievement, from the Multiple Regression Analysis (MRA) by stepwise method.

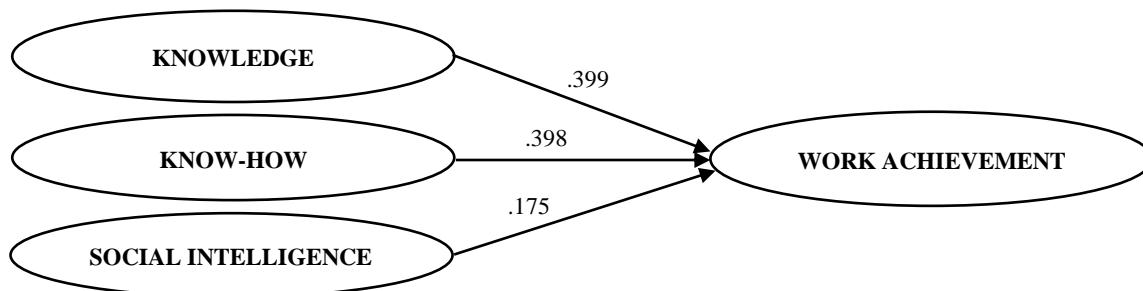
Variables	Knowledge, Know-How, Social Intelligence affecting Work Achievement				p
	b	SE	$\beta$	t	
Constant Value	.219	.170		1.289	.200
Knowledge ( $X_1$ )	.389	.070	.399	5.588**	.000
Know-How( $X_2$ )	.402	.069	.398	5.867**	.000
Social Intelligence( $X_3$ )	.160	.058	.175	2.744**	.007
$R^2 =$	.831				F = 217.906**
Adjust $R^2 =$	.827	SE =	.194		p = .000

\*\* with statistical significance at .01

From table 7, the variables: Knowledge, Know-How, and Social Intelligence affect Work Achievement with statistical significance at .01; the Adjust  $R^2$  was 0.827. The beta coefficient value ( $\beta$ ) of these 3 variables can be used to write the equation to predict Work Achievement, as follows:

$$Y = .399 \text{ Knowledge } (X_1) + .398 \text{ Know-How } (X_2) + .175 \text{ Social Intelligence } (X_3)$$

The researcher used the factor loading of Knowledge, Know-How, and Social Intelligence to create paradigm ‘Knowledge – Know-How – Social Intelligence –Work Achievement (KKSWS)’ as follows:



**Figure 2;-** Shows the paradigm ‘Knowledge – Know-How – Social Intelligence –Work Achievement (KKSWS)’, found by the researcher (Chutikorntaweessin, 2022).

## Conclusion and Discussion:-

The analysis results of variables affecting Work Achievement shows that Knowledge had the highest mean score, followed by Know-How and Social Intelligence. Each variable has sub-elements that have an effect on Work Achievement, as follows:

Regarding Knowledge, it consisted of (1) Knowledge gained from experience helps build success at work, (2) Knowledge gained by action is valuable, (3) Knowledge gained from the practitioner's analysis and synthesis will be a new knowledge to be utilized, (4) Knowledge gained from continuous learning creates sustainable success in the job, and (5) Knowledge is an important tool that increases work efficiency. It can be seen that the knowledge gained from various sources, such as experience, action, analysis, synthesis, learning, when utilizing it, it will affect the work achievement. This is relevant to the study of Huie, Cassaberry, and Rivera (2020) who found that knowledge is an organization's critical asset, businesses are embarking on strategies that will increase the sharing of tacit knowledge. Clearly, it shows that it is important that management organize and promote the sharing and exchange of information because it normally results in beneficial organizational outcomes, such as higher performance assessment and more effective teams. Moreover, tacit knowledge sharing plays a critical role in job performance by allowing for an efficient distribution of knowledge and better productivity. Moreover, it is in accordance to the study of Liu, Lu, and Wang (2020), which shows that the scientific research team's knowledge hiding behavior interaction is a two-stage cross-level interaction model. The first stage is influenced by individual status and work interdependence; the second stage is influenced by herd mentality, imitative learning, collectivism orientation, and team identification. Additionally, the knowledge hiding behavior can affect the sustainable knowledge sharing of the research team by reducing the supply of knowledge, creating a poor knowledge sharing atmosphere, and forming an interpersonal distrust relationship. In addition, the research results of Zebal, Ferdous, and Chambers. (2019) show that (1) Organizations with higher levels of tacit knowledge management orientation will be more likely to design and implement better internal and external explicit marketing programs. (2) Organizations with higher levels of employee-contributed internal tacit knowledge will be more likely to design and implement effective tacit knowledge management-oriented programs, leading to improved tacit knowledge management outcomes. (3) Organizations with higher levels of internal tacit knowledge management orientation will better influence employee-oriented knowledge – which in turn will result in better design and implementation of internal explicit marketing activities – than those with lower levels of tacit knowledge management orientation. (4) Knowledge-oriented organizations that align their internal explicit marketing, internal tacit knowledge management and external explicit marketing activities are more likely to be successful in attaining improved business outcomes.

Regarding Know-How, it consisted of (1) Know-how can be applied to practical work in any work environment, (2) Know-how will come to the practitioners as they understand the task more, (3) Know-how is derived from a person's knowledge, skills and talents for the job, (4) Know-how can be transferred to others to create success in the job, and (5) Know-how can be applied its methods based on task success goals. It can be seen that the utilization of know-how gained from self-understanding, knowledge, skills, and talent in any work environment, the application of methods based on task success goals, and the know-how transfer can lead to the work achievement. It is relevant to the study of Giannopoulos (2014) that training and know-how transfer activities should be taken primarily by the leading academic and research and aimed at all researchers. These activities, if put on a permanent and more institutionalized format, will form the research training and know-how transfer system, that would consist of the following suggested main elements which were 1) appropriate “modular” or hybrid content for the training courses, 2) permanent mechanisms and funding for researcher mobility, 3) specific bottom-up cooperative initiatives for training and know-how transfer, based on modern Information & Communication technologies, 4) specific harmonized and standardized deliverance mechanisms and educational “offers” for the research professionals, 5) incentives for the employing organizations to facilitate training activities, 6) overall coordination and monitoring by a permanent authorities, and 7) reinforced and institutionalized interaction opportunities between the research and the communities.

Regarding Social Intelligence, it consisted of (1) When living in society, having the ability to read situations, understand and know how to cope with them, (2) Acknowledging the differences and diversity of the ideas of colleagues will lead to success in the job, (3) Having a positive attitude towards oneself and others can lead to happiness and success at work, (4) Being considerate and genuinely helping others are essential to success at work, and (5) Being a good listener is essential to communication leading to successful collaboration. It can be seen that the Social Intelligence is the ability to read the situations, the acceptance of different ideas, having positive attitude, helping others sincerely, and being good listener; these have an effect on work achievement. This is relevant to the

study of Sanwal and Sareen (2022) who stated that Social Intelligence plays a task in increasing the performance of employees by engaging them effectively. Employee engagement requires a commitment to long-term goals and a willingness to grow, and social intelligence plays a critical part in this. Social Intelligence, besides engaging employees, enhances confidence levels among employees, increases customer-focused approach and team efforts with absolute harmony in a cohesive environment. Researchers consider Social Intelligence, wisdom, and competency essential for work interaction. These social competencies positively influence engagement in the workplace in varied cultures. It is also relevant to the research results of Mohamed (2020) that social intelligence was positively associated with service providers' performance. The results also support the significant effect of social intelligence on the two main dimensions of service provider's performance: extra-role (contextual) performance and intra-role (task) performance. Moreover, the results indicate that social intelligence competences provide a basis for collective self-efficacy and service providers' performance for physicians in the Egyptian governmental hospitals. Accordingly, the study of Lathesh and Avadhani (2018) also found that employees those who are having high level of social intelligence can adopt new skills in their work and can perform better.

### Recommendations from this Research:-

1. Entrepreneurs should use the learning management process to utilize the knowledge gained from the experience of the practitioners because it is considered as valuable knowledge; and there should increase the activities for continuous learning. This will create sustainable work achievement.
2. Entrepreneurs should increase the activities on know-how in order to enhance personnel's skills and ability to apply various knowledge for work, and transfer to others to generate work achievement together.
3. Entrepreneurs should increase soft skills, especially Social Intelligence, which helps personnel have a positive attitude towards themselves and others, which is very important for work achievement nowadays.

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