
A Knowledge Behavioral and Intelligence Management in Fostering Entrepreneurship for Modern Industries

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Abstract

The major goal of this work is to investigate the relation between management strategic intelligence (SI), organizational Development (OD), and Entrepreneurial Behavior (EB) in government agencies in developing nations. In a larger sense, while knowledge and experience have separate effects on an entrepreneur's decision-making process and behavior, there have been no proven research on how similar characteristics affected decisions and behaviors during the entrepreneurial transition. The influence of knowledge and experience was investigated in this study. The C-square test indicated that knowledge and experience are statistically relevant for entrepreneurs, demonstrating vision, independence, achievement, and responsiveness, using the smart approach for data collecting and analysis. This research focused on business decisions have been made. The indirect impact demonstrates that supervisors combination of knowledge management, emotional intelligence, and entrepreneurial abilities has a statistically favorable influence on organizational innovation. This technique contributes to the scientific as well as economic consequences. Scientific impact, in the form of new knowledge that reinforces the value of executives as innovation catalysts; and a new socio-economic management tool to improve the socio-economic impact, human systematic innovation helix, knowledge management skills, socio-emotional skills, and business skills of executives. Companies. This effort has increased understanding of the influence of delayed or postponed action on your business growth decisions.

Keywords: Intelligence; Strategic Intelligence; Organization Development; Entrepreneurial Behavior

1. Introduction

The process of starting up a new business emphasizes the need of making decisions and acting in uncertain situations [1-2]. Personal characteristics and behaviors, business creation, and activity are all part of entrepreneurship. However, many academics have observed the impact of knowledge and experience on a business choice and the action taken, but research on the response time of businessmen in their decision making is rare. Main economic trends in small and medium-sized businesses (SMEs). The SMEs are made up of both entrepreneurs and non-entrepreneurs, as well as street vendors. These businesses are unaware of the influence of government policies on their own specific requirements [3]. Furthermore, there is a lack of understanding of how entrepreneurs with entrepreneurial talents and spirit influence the interplay of decisions and how they respond to those decisions. These are challenges to lead to more effective.

The significance of this work is that it plays a critical role in decision-making and time management in the transformation, creation, and growth of entrepreneurs. This section delves into many aspects of decision-making, entrepreneurial habits, the impact of becoming an entrepreneur, and knowledge and experience in detail. Cognitive variables [7] and the faster choice of entrepreneurs to make judgments include uncertainty in business and behaviors, ideas, decisions, and actions [4], the influence of human capital on business decision-making, and the move to entrepreneurship [5-6]. Business decision-making and cognitive thinking [9-10] and action and decision-making [8]. Although several research on business change, there is currently no definitive literature on the impact of "now altered" business choices and the knowledge and experience connected with business behavior. Similarly, entrepreneurs' awareness of intrapreneur is inadequate. As a result, this research examined into the impact of

knowledge and experience on entrepreneur decisions. Similarly, the reactions of entrepreneurs to the decisions taken are examined.

The success of SMEs is widely acknowledged to be driven by the decisions and actions of entrepreneurs [11]. As a result, cognitive behaviors show the link between how entrepreneurs think, decide, and act in new businesses in cognitive theory [12]. When it comes to describing an entrepreneur, psychology theory stresses independence, the need for accomplishment, and vision (among other things). An entrepreneurship in this research is about having a vision, being self-sufficient, and having a desire to succeed. However, according to [13], decision-making theories range from the simplest to the most complicated, with the simplest behavior theory presenting a stimulus-response relationship. Organizational theory, for example, focuses on the motivations for intrapreneur change [14]. All of these are examples of different business concepts [15]. The impact of knowledge and experience on the relationship between entrepreneurial behavior and the decision-making process while becoming an entrepreneur is objectively described in this article. Similarly, to see how fast they react to previous decisions.

This research has contributed to improving awareness of the influence of late or timely action on each entrepreneur's decisions; enhancing work experience and emphasizing the value of prior knowledge obtained via entrepreneurial thinking in the development of entrepreneurial theory. This will provide a specialized intervention tool for business partners and governments to encourage this sort of business initiative. This research examines the existing literature on entrepreneurship, with an emphasis on the influence of knowledge and experience on entrepreneurs and their decision-making activities.

2. Literature Survey

In this commonly defined in the main literature as the gathering, processing, analysis, and distribution of highly strategic information [16]. Strategic intelligence is the fusion of several sorts of intellectuals, resulting in a seamless integration of business intelligence, competitive intelligence, and knowledge management, resulting in value-added data and knowledge for strategic organizational decision-making [17]. People with SI would be excellent strategic leaders, and this sort of leader would assure organizational success and advancement through a creative perspective [18]. Sunshine's intelligence consists of (1) systematic problem-solving, (2) comprehension of the corporate environment, (3) adaptability, (4) breaking traditional conventions, (5) analytical, and (6) nurturing without resistance to change [19, 20]. According to Maccoby [21], SI is a multidimensional organization that is required to develop a clear vision of the future; these aspects may be characterized as follows: vision, vision, and motivation [22]. SI is "a systematic and continual process of producing the essential knowledge about strategic value in a form that can be readily operated for long-term decision making," according to the definition. The majority of IS users are those involved in strategic management. An SI time horizon is also large, including all major occurrences in the past, present, and future. Many intelligence models, such as those proposed by Sternberg [23] and Wilhelm and Engle, support these intelligence characteristics [24]. The learning agility of self-awareness is a feature of Winston and Patterson's concept of intelligence. They defined self-movement as a collection of personal traits, including cognition and emotion. These mixed intelligence qualities are represented in Table I [25].

According to Analoui et al. [26], focusing on eight metrics related to manager performance characteristics is an important part of the OD process. According to them, the eight components are knowledge and wisdom, perception, abilities (problem solving), categorization and organizational interaction, motivation, expectations and limits, and alternatives and opportunities for performance.

3. Materials and Method

It's debatable if entrepreneurs are created or born. While it is commonly accepted that certain people are born with the ability to become entrepreneurs, other experts believe that entrepreneurship may be learnt. Entrepreneurship is a

practice, according to Trucker [27], and the most of what is claimed about it is misleading. It's not a mystery, nor is it a feat of wizardry, nor does it have anything to do with DNA. It is a discipline that can be learned, just like any other. Recently, entrepreneurship has been considered as a way of thinking and doing that can be applied to many parts of society and the economy, necessitating a new approach to entrepreneurship training. necessary in today's society is to contribute to the development of an individual's attitude, behavior, skills, and talents, utilized to generate value in a range of settings and situations, ranging from colleges and community groups to corporate entities, and innovative initiatives: Lyons and Lichtenstein [28] Perhaps it is critical for service providers to recognize that entrepreneurs have varying levels of skill, and that each one requires a unique "game plan" for skill development. Furthermore, skill development is a quality, not a quantity, that necessitates some changes on the part of the entrepreneurs.

When examining all of the reviewed studies on the skill sets needed to be an entrepreneur, Figure 1 represents the idea of what many researchers have made available as essential requirements. There are three types of skill packages: business skills, technical skills, and managerial skills. The quantity of education and training needed to acquire each of these talents is determined by how much human capital people have before starting their own business. Indeed, fostering these skill sets has been claimed to produce entrepreneurs, whether or not they are entrepreneurs, who are ready to fulfill their full potential and establish their own destiny.

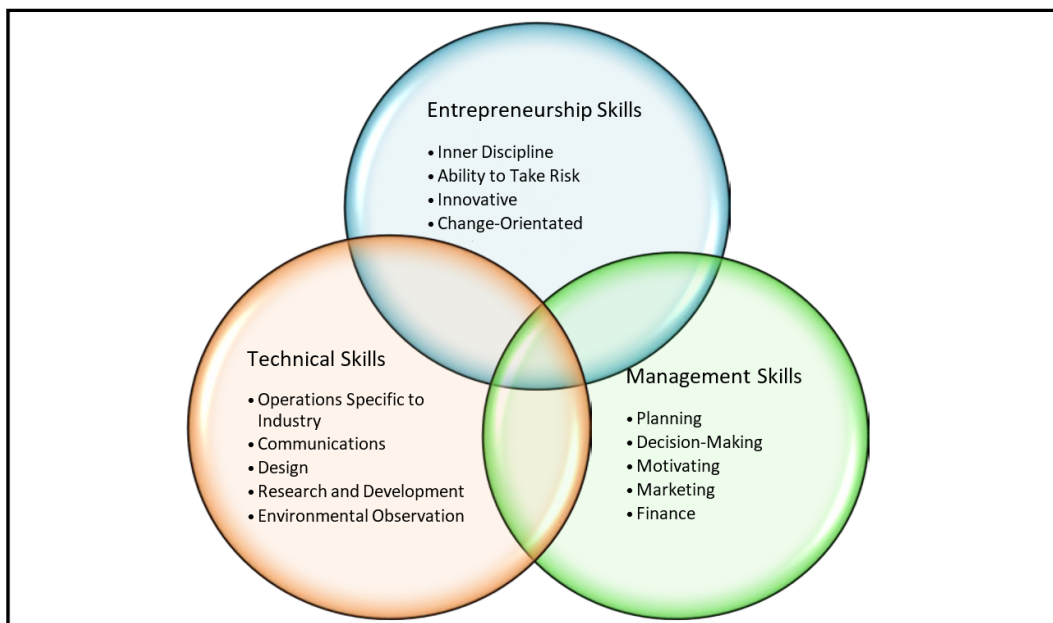


Figure. 1. Entrepreneurship Skillsets.

Kutzhanova et al. [29] investigated a business development organization in the Western area of the United States and identified four essential competency dimensions:

- **Technical Skills** - Knowledge and abilities needed to develop a commercial product or service.
- **Management skills** - which are necessary for the company's management and day-to-day operations.
- **Entrepreneurial Skills** - Recognizing economic possibilities and acting on them successfully are examples of entrepreneurial skills.
- **Individual development skills** - Self-awareness, responsibility, emotional skills, and creative talents.

O'Hara [27] highlighted five essential components that he feels are vital in entrepreneurship when researching the main talents that entrepreneurs require:

- Skill to recognize and capitalize on business possibilities.
- To advertise a business or to produce something important, people must use their creativity.
- Option with a high level of risk.
- Ability to gather and arrange the resources needed to respond to an opportunity.

3.1. Knowledge and Experience

The entrepreneurs require knowledge and experience to carry out entrepreneurial ventures as well as detect emerging business opportunities, even on the dark side [30]. Prior knowledge refers to information gained via formal education and job experience. On the other side, experience relates to how meaning evolves in the brains of entrepreneurs, defining their actions in the actual world. Entrepreneurs benefit from knowledge and experience since they can better grasp the items on the market and maintain the viability of their own businesses. Knowledge, according to management theorists, is the most important asset for meeting all of a company's resource requirements [31]. Its origins may be traced back to the Knowledge-Based View (KBV), which arose from the Resource-Based View (RBV). The most valuable resource is unique knowledge. It gives businesses the information they need to decide which resources to grow, improve, or reject. Knowledge, on the other hand, is considered as a generic resource in resource-based theory.

When combination with their information processing approach, it encompasses cognitive knowledge frameworks that enable decisions such as opportunity, business formation, and growth. Knowledge and experience, according to previous research, improve entrepreneurial drive to engage in entrepreneurial activities. Hancock, Harmica, and Zaria-Sakon, [6] for example, demonstrate that knowledge and experience are essentials in decision-making.

H1: In a positive sense, vision, independence, and a drive for success and knowledge are all related.

H2: There is a significant relationship between vision, independence, and the desire for success and experience.

3.2. Entrepreneurial Behavior

Entrepreneurial orientation has grown in popularity in recent years, both in terms of theoretical research and practical implementation, resulting in a larger body of knowledge. Many efforts focus on examining the implications of OE adoption and stressing their impact on corporate success. 'Entrepreneurial conduct inside established businesses,' according to Per Mair [12].

The factors that trigger or regulate the behavior of entrepreneurs and corporate entrepreneurs are studied in two ways. The first current is concerned with the firm, whereas the second is concerned with the individual. Pierce et al. [16] employed a selected scale (or model) to measure entrepreneurial activity. The scale (or model) contained four characteristics: the capacity to build a strategic vision, a dynamic work environment, shift direction, and decrease bureaucracy. Entrepreneurship, according to Gardner and Spooner [8], is founded on vision and centered on technology. The organizational speed system, as well as motivation, tangible performance and strategy, resource management and commitment, and the organizational speed system, are all highlighted. provided a theoretical model that was tested using top Greek ocean liners throughout their survey. Factors to consider:

- An encouraging foundation for entrepreneurship. The enabling environment is a multidimensional structure that includes, among other things, project acceptance flexibility, access to resources and information, and sociopolitical backing.
- Elements both personal and professional Gender, education, service experience, and job title and position all have an impact on government employees' commercial behavior.

The administrative support, according to Kuratko et al. [14], refers to managers' motivation to help and develop the entrepreneurial process in the firm. This assistance can take numerous forms, including the success of new ideas, the

provision of critical resources, or the provision of knowledge. Managers quickly monitor and assess their subordinates' work, increase, or limit access to resources and information, define individual workers' objectives and duties, discuss their views, and influence their work in a variety of ways. Entrepreneurial attitudes assist businesses in cutting costs, acquiring resources, expanding markets, and developing new goods and procedures quickly. The reasons for entrepreneurial behavior, according to Lawrence et al. [17], include the company's expertise and drive, as well as an efficient organizational atmosphere. Lux [24] concluded that company management may influence and drive corporate culture in the direction of innovation. Companies that encourage their employees to act in an entrepreneurial manner.

There is a significant idea in the existing literature on entrepreneurship that openness is a beneficial attribute for entrepreneurs (in other critical personality judgments in entrepreneurship), particularly at the stage of tangible performance, development, and growth. Entrepreneurs also know that those that expand and build their businesses successfully have a more open approach. OE has been employed as an independent variable in most prior research, and its influence on performance has been examined. By providing relevant knowledge about their business environment, rivals, consumers, and markets, strategic intelligence makes it simpler for EOs to anticipate change and build suitable strategies. The utilization of SI is one of the important approaches for assisting businesses in achieving excellence and entrepreneurship. At numerous levels, such as organizational, corporate, business, and operational, strategic decisions are made. Finally, recent research on entrepreneurial groups and superiors in general has emphasized the exploration of variety. Organizational and personal development Affects previous (e.g., organizational experience, prior organizational membership, education) and current team traits that team members identify (eg, activities, social capital, skills). Mu et al. [25] underlined that manager in charge of new product development must have appropriate networking skills to successfully execute market orientation or EO-related policies. Regarding the Related Literature, the Following Hypothesis is Proposed:

According to the results of the research by Rasmussen and Sorheim [6], persons' expectations and perceptions regarding student entrepreneurial traits impact student entrepreneurial characteristics. According to Zampetaki and Mustakis [15], there is a link between public employees' business conduct and the supportive atmosphere created by encouraging information access and management activities. Female employees and graduates with a college diploma were projected to score higher than male employees and those without a college diploma. No statistically significant differences, however, were discovered. In this study, the researchers sought to look at demographic characteristics as individual components that had never been examined until now.

H6. In government agencies, there is a strong link between management strategic intelligence and business behavior.

H7. Personality affects a manager's strategic intelligence and business conduct in a relatively substantial way.

H8. A manager's strategic intelligence and business conduct are moderately influenced by age.

H9. The manager's degree of schooling has a reasonably substantial impact on his or her strategic intelligence and entrepreneurial attitude.

H10. Work experience has a moderately significant influence on the manager's strategic intelligence and entrepreneurial behavior.

3.3. The SECI Framework in Entrepreneurship

Nonaka and Taguchi [14] established the dynamic theory of knowledge creation, commonly known as the SECI model, which is based on the creative tension between implicit and explicit information, resulting in a dynamic flow of enabling knowledge generating processes. The socialization of information (hidden from silence); externalization (from silence to disclosure); admission (explicit-explicit extension of present knowledge assets); and absorption are some of these actions (explicitly and implicitly, learning from explicit intellectual property and silent recall of new learning). These capabilities enable knowledge expansion through a cycle of knowledge at progressively complicated

levels. The SECI model is represented in Figure 3, with indirect knowledge assets on the left, apparent knowledge assets on the right, and four knowledge-generating activities divided into quadrants. In each cycle, as a corporation acquires information, it steadily builds increasingly complicated knowledge throughout these four quarters (often beginning with socialization).

The SECI model has been found to have defects in several research. Li and Gao [19] examined the SECI model in detail, concluding that its applicability was confined to Japanese manufacturers at the time and that it did not apply to other businesses. "The essential assumption that knowledge may be swapped between latent knowledge and explicit knowledge is erroneous," Powell, Thomas, and McGee [21] argue of the SECI paradigm. It might be claimed that a lack of study on how knowledge management influences small company start-up and growth is one of the causes contributing to the high proportion of small business failures.

Only a version of the SECI model, according to Desouza and Awazu [7], applies to SMEs; they describe it as SECI, in which some steps transfer to the socialisation stage, a process that only affects SMEs. They claim that socialising is the primary mode of information transmission from employer to employee and that systematic and informal socialising approaches that occur spontaneously throughout the day are the primary drivers of knowledge sharing. However, the relevance of the opposite process, namely internalisation, is underestimated in this research.

Individuals collect necessary data through contacts and training, and socialisation is a mechanism for the employer to transfer hidden knowledge to employees. Knowledge creation may happen both officially and informally as employees absorb external knowledge through interactions and training. Through the internalization process, employees who learn new abilities will put them into practise. The model may have concentrated more on Nonaka's original Model 2 (SECItwo)'s left four than Desouza and Awazu [23] predicted. Despite its problems, the SECI approach is well-liked among academics and training professionals who have utilized knowledge management to change operations. Tsinghua University convened the recent conference (ICKM 2017) that spurred the creation of the study reported in this publication in honor of Dr. Nonaka's contribution to contemporary management concepts and his effect on the formation of Nonaka Academy. In both Western and Eastern intellectual research, SECI is being used.

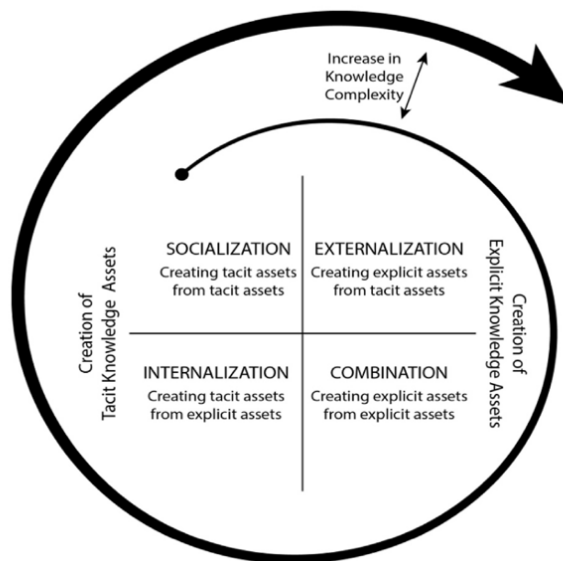


Figure 2. SECI Model of Dynamic Knowledge Creation.

The SECI model was used to analyse the interaction between entrepreneurs and knowledge management. The goal of this publication is to better comprehend business operations in the context of the selected KM framework, rather than to increase the overall knowledge of KM. Our broad research question involves:

In comparison to the functions on the right side of the SECI model, the general research topic concentrates on the functions on the left side. That is, it looks at whether start-up founder's priorities activities like communication, networking, learning, and sharing above formalization, knowledge integration, and coding. For such associations, the research only provides incidental and case-based data. In this work, we employ text mining techniques, such as Linguistic Research Word Count (LIWC), and approaches (such as weighting the correlation between SECI and metaphysical factors) to see if they are supported by expectation data for further research. Interviews with new entrepreneurs in the early phases of their businesses were used to compile this data.

3.4. The Key Findings

Entrepreneurs appreciate knowledge because it encourages entrepreneurship, according to quantitative findings, and both knowledge and experience have an influence on the nexus between entrepreneurial decisions and behaviors. Both cognitive aspects influence when and how entrepreneurs act or respond to decisions, which differ from one entrepreneur to the next. Entrepreneurship, defined as vision, independence, and the will to succeed, is statistically significant in terms of knowledge but not in terms of experience. The study by Venâncio et al. [20] supported this paper's finding regarding knowledge but did not support experience. Knowledge and experience, on the other hand, were statistically significant for the link between business decisions and behaviours, as Hancock et al. [13] demonstrated by identifying the impact of knowledge and experience on decisions and actions. The Chi-square test shows that knowledge and experience have an influence on the decisions made.

In terms of quality, this research emphasizes knowledge and expertise in each of the three stages of the business journey. Shepherd et al. [27] corroborated this, and Shepherd and Patzelt [29] discussed the technique throughout their publications. As a result, entrepreneurs' motivation to act or behave is influenced in part by their capacity to attain their own objectives. Entrepreneurship enables individuals get all the confidence they need to start their own firm. This assignment necessitates a business activity or conduct to accomplish a specified goal. In essence, an entrepreneur's capacity to attain a certain goal should lead them. Entrepreneurs' decision-making was influenced by their knowledge and experience, which accelerated their metamorphosis into entrepreneurs. Some entrepreneurs operated sensibly and quickly in terms of business decisions and actions, based on the task, available resources, and urgency. Others, on the other hand, have varying amounts of business travel, depending on how quickly they react to the allotted time. When re-evaluating judgments, reaction time can be prolonged in some cases, particularly when an external moderating element is disclosed during the decision-making process. Similarly, the activity is prompted by the desire of the business owner to satisfy his clients. When a third party is involved, the employer's response will be determined by the timing of the third party's decision.

3.5. Strengths and Limitation

The majority of academics have used a quantitative method to investigate the mix of knowledge and experience connected to entrepreneurship. To support the conclusions, this study used a mixed methods approach. The quantitative method leads to the conceptualization of each cognitive aspect, the participant's interest in interpreting each cognitive factor similarly. The normal strategy, on the other hand, is to look for material that includes more, specific details or a fundamental comprehension of the field. Zhang et al. [19] shown that cognitive factors are key organisms that are subject to ongoing development to re-evaluate. The demographic profile of entrepreneurs, as well as their influence on the transition to entrepreneurship and the link between entrepreneurial decisions and entrepreneurial behavior, are not examined in this study. However, this is something that must be looked at further in the future. For a better understanding of how entrepreneurs behave or respond after making decisions, other cognitive elements not included in this study should be investigated using the same units of analysis. Future studies should

focus on how to effectively support business decision-making with quick personal accomplishment reactions in uncertain scenarios.

3.6. Implications and Recommendations

This research has significance for the financial and commercial sectors, as well as other sectors, and for organizations at all levels and levels within MSMEs. This document will assist you in learning more about the impact of delay or delayed action on all legislative and employer decisions, as well as training service providers, the professional team, and other business stakeholders. Understanding rational and irrational decisions, as well as their impact on self-efficacy, groups or workers, and the profit margin of an organization, will allow the development of a viable strategy that will improve better and more effective decision-making and how to act or react to various situations. circumstances. In the ultimate objective is to boost customer happiness, gain market share, raise profits, and prevent firms from failing en masse. As a result, this article recommends that entrepreneurs who want to establish their own firm have a platform to help them. This attitude must be based on a thorough understanding of the link between corporate choices and behaviors. In this circumstance, it's critical to create a new situation that necessitates knowing when to act while making decisions. Preller, R., Patzelt, H., [9] and others help them in combining knowledge and experience with business choices and actions to enhance value addition in the socioeconomic area.

Considering the article's contribution, significant limitations remain as a foundation for further study. The research focuses on the financial and commercial sectors of the Gauteng Economy, Saudi Arabia's economic hub. It is necessary to investigate the influence on the relationship among business behavior. The following recommendations are suggested based on the research findings to strengthen IS, promote entrepreneurial behavior, and achieve organizational growth inside organizations:

- Companies and organizations must increase their managers' strategic intelligence through training, data analysis system process improvement, and the gathering of pertinent data. Developing business intelligence, competitive intelligence, and knowledge management systems in firms may help managers increase strategic intelligence.
- Within companies, organizational procedures must be straightforward and comprehensible, and ideas must be quick and informative.
- Managers must be educated on how to support creative ideas in the workplace, and direct supervisors must encourage employees to do so.
- To adapt or improve incentive systems and support systems inside firms, senior managers must create a creative environment and encourage creativity.
- It is critical to develop an appropriate platform and atmosphere for exchanging ideas, conversations, and experiences in order to increase actionable intelligence in enterprises.
- To improve communication, conversation, innovation, and support, it is critical to strengthen collaboration.
- To enhance the space and organizational structure, as well as boost the desire for change in individuals and organizations, it is critical to build a workplace that improves the organizational movement towards the learning system.

Managers should also work on improving their practical intelligence abilities, such as problem solving and situational judgment, as well as their indirect knowledge.

3.7. Challenges and Future Developments

Many attempts have been performed over the last two decades to establish the characteristics that determine high-growth enterprises and how these characteristics may be represented across a diverse group of entrepreneurs. Researchers and policymakers have been focused on identifying critical entrepreneurial skills that growth-oriented entrepreneurs should obtain since Stories [4] finding that actual employment creation is produced by a limited

number of high-growth enterprises. The primary entrepreneurial skills to be cultivated among development-oriented entrepreneurs, according to a comprehensive literature analysis undertaken for this research, are:

- Customer-focused: Entrepreneurs must be dedicated to providing new products/services that add value to their customers.
- Strategic development: Entrepreneurs must learn to select from a variety of marketing strategies their prospects for success (e.g., market choice, customer motivation, continual innovation, diversity/focus, high quality, export).
- Financial management: Entrepreneurs must acquire the abilities required to get further venture money (for example, how to develop a business plan).
- Human resource management: Employers must recognize the need of improving human resource procedures and providing financial incentives to staff (shared rewards).

However, developing these talents is insufficient in and of itself since the following criteria must be met to make progress:

- The entrepreneur must be driven to expand the company.
- Any training programmed should include peer mentorship from successful businesses.
- Entrepreneurs require more network, financial, and international market access.

Strong innovation can emerge from evaluating previous ventures, and individuals who are already successful in the industry picked by the entrepreneur should provide assistance and development. This individual possesses experience and connections that enable development-minded enterprises to broaden their horizons. The mentor also serves as a role model, reinforcing the confidence that one can attain one's goals. However, because you are unlikely to stay with a mentor for a long time, development-oriented entrepreneurs should focus on honing their personal talents, particularly in the areas mentioned above. Because not all entrepreneurs have the ambition to expand their firm, those who do need to be adequately supported to guarantee they have the best chance of success.

4. Conclusions

The benefit of knowledge and experience on increased transformation, as well as the function of knowledge and experience in the interaction between business choices and business behaviors, are the subjects of research. The quantitative data demonstrated a substantial association between entrepreneurship and knowledge at each step of the entrepreneurial process, referred to as the need for vision, independence, and achievement (dependent variable). Knowledge and experience also have an impact on the relation between business choices and business behaviors, according to the research. This action had a favorable impact on their company's operations. These findings add to the present literature (which has thus far provided an unlimited number of quantity-based results) by employing both quantitative and qualitative methods, bolstering the work's quality conclusion. It is advised that knowledge and expertise be intelligently transformed so that trustworthy measures may be employed while correct data is recorded for later use. As a result, education and experience show a favorable trend for entrepreneurs and their business success, thus paying special attention to these variables is essential. Entrepreneurs and their independent character (triggering the desire to be their own boss) exhibit the use of cognitive factors in change and decision making through a series of training programs or workshops. Furthermore, research suggests that the little effect of knowledge and experience on entrepreneurs' actions or behaviors in reaction to decisions made at each stage may influence their actions or behaviors.

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