



## KNOWLEDGE MANAGEMENT THE NEED OF EPOCH: A STUDY ON BARRIERS IN KNOWLEDGE CREATION IN NORTH KARNATAKA VICINITY

Vanishree K. Jamashetti, Sanjeev Rathod & Ramakant Kulkarni  
Global Business School, Hubli

### ABSTRACT

The article deals with how resources of organization are used in day – to –day activities. For the continuous growth of any Organization there are several factors which act continuously. And intellectual capital is one among them. In recent past more than machineries, methods, it is the knowledge which is taking prime position. Hence in any organization it has to flow continuously without much interruption. But in most of the situations we fail to create the required knowledge at the right time. So, sincere efforts have been made to know the reasons for the above cause. These reasons are presented as barriers in creations of knowledge required at the right time. The study begins with identifying the different areas which require different treatment to achieve all the time: - Right person for right job and Get the required knowledge to complete in today's highly volatile environment wherein the response time is very less. The article deals with at Job type of industries which are having moderate varieties and moderate volume. Further the survey conducted in Hubli-Dharwar of north Karnataka with structured questionnaire and assigning proper weight ages the outcome is subjected to analysis using a statistical tool gaps are identified

**KEYWORDS:** Knowledge, Information, Data, Creation of Knowledge, Job type of Industries

### INTRODUCTION

#### Methodology

The Purpose of Study is to identifying various factors that affect the organization growth and development. The location identified for study is – North Karnataka Region, with a sample population of 50 companies and Data collection – Primary data – Questionnaire survey, Secondary data – Magazines, published papers, Goggle search, Sampling Population – It involves employees of various organizations. The survey conducted for a sample size of 100 with structured questionnaire by assigning proper weight age to each part of the question and the outcome is subjected to analysis using a statistical tool called “Radar Chart” and gaps are identified. Furthermore the suggestions are given on the most concerned areas, which the graphs indicate, for the organization which are affecting the performance of organization by acting as barriers in the process of creation of knowledge.

### LITERATURE REVIEW

Knowledge is increasingly claimed to be a key critical resource and source of competitive advantage in modern global economy, especially with the rise of the service economy, the growth in the number of ‘knowledge workers’, the increasingly rapid flow of global information and the growing recognition of the importance of intellectual capital and intellectual property rights. Literature review shows that some work done regarding knowledge management based studies in the area of Total Quality Management (TQM), whereas there is very less work done in the area of knowledge creation in the area of Human resources

Management (HRM). It is also increasingly claimed that all organizations will have to excel at creating, exploiting, applying and mobilizing knowledge to create and maintain sustainable competitive advantage. The resource-based view of the firm suggest that organizations will need to be able to combine distinctive, sustainable and superior assets, including sources of knowledge and information, with complementary competencies in leadership and human resource management and development to fully realize the value of their knowledge. Organization should be structured to promote knowledge creation and mobilization and develop a culture and set of HRM policies and practices that harness knowledge and leverage it to meet strategic objectives.

*“I don't believe knowledge can be managed. Knowledge Management is a poor term, but we are stuck with it, I suppose. "Knowledge Focus" or "Knowledge Creation" (Nonaka) are better terms, because they describe a mindset, which sees knowledge as activity not an object. A is a human vision, not a technological one.” Karl Erik Sveiby*

The theory of organization has been dominated by paradigm that conceptualizes the organization as a system that processes information or solves problems. Central to this paradigm is the assumption that a fundamental task for organizations how efficiently it can deal with information and decisions in an uncertain environment this paradigm suggests that solution lies in the input-process-output sequence of hierarchal information processing. Yet a critical problem with this paradigm follows from its passive and static view of the organization. Information processing is

viewed as a problem solving activity which centers on what is given to organization with due consideration of what is created by it. Any organization that dynamically deals with a changing environment ought not only to process information imposed by environment no doubt constitutes an important approach to interpreting certain aspects of organization's interaction with its environment, together with the means by which it creates and distributes information and knowledge, are important when it comes to building an active and dynamic understanding of the organization. The following subsections explore some basic constructs of the theory of "Organizational Knowledge Creation". They begin by discussing the nature of information and knowledge and then draw a distinction between 'tactic and explicit Knowledge'. The distinction represents what could be described as the epistemological dimension to organization knowledge creation. It embraces a continual dialogue between explicit and tactic knowledge which drives the creation of new ideas and concepts. Although ideas are formed in minds of individuals, interaction between individual typically plays a critical role in developing these ideas. That is to say "communities of interaction" contribute to the amplification and development of new knowledge. While these communities might span departmental or indeed organizational boundaries, the point to note is that they define a further dimension to organizational knowledge creation, which is associated with the extent of social interaction between individual that share and develop knowledge this is referred to as the "ontological" dimension of knowledge creation.

Following a consideration of the two dimensions of knowledge creation, some attention is given to the role of individuals and more specially, to their "commitment" to the knowledge creating process. This covers aspects of their "intention" the role of autonomy and the effect of fluctuations or discontinuities in the organization and its environment.

### PROCESS OF KNOWLEDGE CREATION

The process of knowledge creation can be explained with the help of a simple flow chart as illustrated below:

Data → Information → Knowledge

There are different levels of refinement to the items related to knowledge, the lowest one being data, followed by information, and knowledge at the highest level.

**Data:** Data consists of discrete, objective facts about events. It says nothing about its own importance or relevance. Data is essential raw material for the creation of information; it can be quantitative or qualitative.

**Information:** Information is data that is organized in a way that makes it useful for an end-user when making decisions.

**Knowledge:** Knowledge is broader than information and data and requires understanding of information. Knowledge is not only contained in the information, but also in the relationships of information, its classification, and its meta-data (i.e., information about information, e.g., who has created the information).

*Experience* is applied knowledge. Knowledge is valuable, yet difficult to manage. In particular, technology alone cannot manage knowledge directly. Knowledge cannot be stored, but we can store information about knowledge. The human factor is required for processing knowledge and transforming information into knowledge. New knowledge can be created by experiences, observations, and drawing rational conclusions.

Although a great deal has been written about the importance of knowledge in management, relatively little attention has been paid to how knowledge is created and the knowledge creation processes can be managed. One dimension of this knowledge process can be drawn from the distinct between two types of knowledge – "tactic and explicit" knowledge. "Explicit" or codified knowledge refers to that is transmittable in formal, systematical knowledge. On the other hand "tactic" knowledge has the personal quality which makes it hard to formalize and communicate and involvement in the specific context.

Tactic involves both cognitive and technical elements, the cognitive elements centre on what "mental model" which human begins form working model of the world by creating and manipulating the analogies in their mind these working model include schemata paradigms, beliefs, and view points that provide perspective that helps individual to pursue and define their world. By contrast, explicit knowledge is discrete or "digital". It is captured in records of the pasts such as libraries, archives and data bases and is accessed on sequential basis.

### THE PROCESSES OF ORGANIZATIONAL KNOWLEDGE CREATION:

The enlargement of individual knowledge: The prime mover in the process of organizational knowledge creation is the individual. Individuals accumulate tactic knowledge through "hands on experience". The quality of that tactic knowledge is influenced by two factors. One factor is variety of an individual's experience. If this experience is limited to rooted operations, the amount of tactic knowledge obtained from monotonous and repetitive tasks militate against creative thinking and the information of new knowledge. However increasing the variety of experience is not sufficient by itself to raise the quality of tactic knowledge. If the individuals finds various experiences to be completely unrelated, there will be little chance that they can be integrated to create a new perspective what matters is "high quality" experience which might, on occasion, involve the complete redefinition of the nature of a job.

A second factor that determines the quality of tactic knowledge is "knowledge of experience". The essence of "knowledge of experience" is an embodiment of knowledge

through deep personal commitment in to bodily experience. The embodied nature of human knowledge has been long neglected in western epistemological traditions that have followed from Descartes. They define embodiments as “a reflection in which body and mind have been brought together”.

#### **Sharing tactic knowledge and conceptualization:**

As we saw in the previous section, the process of organizational knowledge creation is initiated by the enlargement of an individual’s knowledge within an organization. The interaction between the knowledge of experience and rationality enables individuals to build their own perspective on the world. Yet these perspectives remain personal unless they are articulate and amplified through social interaction. One way to implement the management of organizational knowledge creation is to create a “field” or “self organizing team” in which the individual member collabors to create a new concept.

In this connection, it is helpful to draw on the concept of organization’s “mental outlook” as articulated in sandelands and stableness pioneering work on “organizational mind”. While making caveats about the dangers of reification and anthromorphism, these authors use the analogy of “mind” to identify the process by which organization form ideas. Mind is distinct from brain in the same way that computer software is distinct from hardware. Against this background, intelligence may be same as the ability to maintain a working similarity between mind and nature. The development of ideas associated with organizational mind requires some form of physical substrate which Sandelands and Stabling might be derived from “patterns of behavior traced by people and machines”. Organizational behavior can convey ideas and like the firing of neurons in the brain, may trigger other behaviors and so form a trace of activation. The various factors are identified based on the study and visiting the organizations and some common set of factors are used for experimentation assigning a proper weight age to different factors is assigned based on responses collected during the survey.

#### **Communication Factor**

Communication involves transmission and reception of messages. As communication people use symbols to create messages. They cannot communicate to other individuals a meaning, attitude, perception, belief or feeling. Communication involves at least two – one to transmit the message and another to receive the message. Some of the sub factors on which communication depends are

1. Choosing the right method: By knowing the right method of choosing the media one can communicate effectively, else there are chances of miscommunication.
2. Technology: The sender and receiver both should be aware of latest technology. This may help them to communicate fastely and accurately avoiding the communication problems such as damping effect, noise etc.

3. Listening skills: Listening skills also plays a very important role. Generally there are two types of listening problems, selective listening and poor listening.

Selective listening- people’s tendency to hear only what they want and disregard information that creates cognitive dissonance.

Poor listening: Six bad habits that prevent effective listening. (1) faking attention (2) listening too hard for the small details that major points are missed (3) refusing to listen when subject matter is difficult (4) dismissing the subject prematurely as uninteresting (5) criticizing the delivery and physical appearance of the sender (6) yielding to distraction

4. Lack of interpretation skills: Where the listeners do not have full information to engage in meaningful conversation.
5. No common language: there are so many languages spoken in our country such as Tamil, Hindi, Bengali etc. For many people ‘school’ becomes ‘ischool’ and ‘which’ becomes ‘wuch’. Some speakers speak in a low pitch as if they are whispering. Communication fails in such circumstances. For this the film clip from “Angraz” was identified.

#### **Fear of failure:**

1. Trial problem: Many times people in the organization are afraid of using new ideas or adoption for a newer technology. They are afraid to take a trial also. Such people generally keep the innovativeness and creativeness with themselves leading to failure in their careers.
2. Experiencing the error: There are also some people who are ready to take risk and work. But even then due to experience of failure they have met have made them not to take initiative.
3. Lack of faith: people sometime loose hope towards achievement due to various reasons may be due to personnel reasons. These people neither move towards achievement nor do they allow others to move forward. For this the clip identified was from the film “Gayab”.

#### **Health:**

1. Mental health: The person working in any organization should have minimum level of I.Q and E.Q.
2. Poor diet and malnutrition: Employee working in an organization should be in good health condition. He should eat good nutritious food. Poor diet may reduce his level of understanding and stops his thinking level.
3. Chronic stress: Stress in the organization may be defined as “an adaptive response to an external situation that results in physical, Physiological or behavioral deviations from organizational participants”. Stress may lead to fatigue, anxious, difficulty concentration physiological changes like increased high blood pressure and heart beats.

4. Destructive habits: Some of the habits like smoking, consuming tea/coffee etc make people to get attached more to these activities and giving less importance to the work. Example people say they cant work without taking morning tea.

**Attitude factor:**

Attitude is defined as “beliefs, feelings and behavioral tendencies of people towards objects, people and ideas”.

1. Nervousness: People feel nervous whenever they do new kind of work or activity, but this should not become a habit like. Employees stick to negative attitude and get nervous.
2. Moody and shy: Many times employees may be moody or too shy to work or ask. Such kind of attitude makes them to feel way from the group of people resulting in to withdrawal nature to work or risk.
3. Carelessness and irresponsible nature: This kind of attitude not only affects individual but also his subordinates. Since in an organization make of the works involve team effort. In such situation carelessness and irresponsible nature may damage to both individual as well as for the organization.

**Role clarity factor:**

Role clarity: It may be defined as unclear about the role and the individual does not know what is expected of him.

1. Poor job description: Many times subordinates may fail to understand their job roles. This may also lead to conflict.
2. Overload: It occurs when expectations from for the role exceed the individual’s capabilities to perform. It may also have resulted due to taking too many roles. [clips from Love key liya kuch be karaga and Lagaan]

**Motivation factor:**

Motivation: In simple terms it may be defined as the set of forces that cause people to behave in certain ways.

1. Lack of responsibility: Person who is highly motivated takes more responsibility and work dedicatedly. If he less motivated then chances are that person may take less or no responsible work.
2. Advancement and growth: These physiological drives are directly concerned with the biological maintenance of the organism and motivated by higher order needs. Put another way, the person who fails to satisfy this basic level of needs just won’t be around long enough to attempt satisfaction of higher need levels.
3. Flexible time: People fail to understand their target levels as a result they assume higher target levels and fail to achieve it and get demotivated.

4. Lack of involvement: Many times employees get involved in other work activities and less involves in organization work. This may make them less motivated towards the work and also affect the work involvement of others.
5. Rewards: Rewards play an important role in motivating individuals. Rewards generally are four types, membership and seniority, job status, competency and performance. If there are any delays in giving the rewards or lack in recognition of individuals then employees become less motivated towards the work environment.

**Work force diversity:**

1. Demographic changes: Demographic changes such as age difference, generation gap have affected the work environment. Sometimes such factors give rise to negative attitude towards a person or a group finally resulting in to discrimination, harassment etc.
2. Diverse customer requirements: Due to globalization customer needs and wants are changing rapidly. This has affected the skills and competencies of the managers and professionals.

**Environmental**

1. Lack of resources: Resources plays a major role since the resources availability motivates the employee to use his skills in proper utilization. If the resources are less then employees fail to plan out for the required result.
2. Hierarchy of organization: Organization structure also plays an important role. Taller structures are expensive since more managers are involved and fosters communication problem. Companies have found that flat structure has led to higher levels of employee morale and productivity.
3. Divide and rule: It is the one of the tool to reduce grievances against management. Whenever top management feels about informal meetings and grouping taking place in the organization they try to segregate and reorganize the workers. This may demotivate the workers leading to decreased output.
4. Attacking and blaming others: Many of the managers and supervisors believe that blaming the employees is needed in the organization so as to keep track of them. But this may demotivate them resulting in to decreased output. [clip from the film Gayab]

The various factors identified based on the study and visiting the organizations and are used for experimentation assigning a proper weight age to different factors based on responses collected during the survey.

**ANALYSIS**

**1. Communication factor**

COMPARISION MATRIX  
Communication Factor

FACTORS Sub - factors	CATEGORY	
	Operators	Executives
Choosing Right Method	3.5	3.98
Technology	3.5	4.05
Listening Skills	3.5	3.85
Lack of Interpretational skills	3.72	3.68
Failing to share information	3.6	3.75
Breaching confidentiality	3.37	4.03
No common language	3.57	3.73

**Inference:** With this factors the barriers show the effect with operators alone, as it is a job type of organization and the major areas of concern are; 1.breaching of confidentiality 2. Choosing right method 3. Technology 3. Listening skills. To overcome this organization may concentrate on giving exposure to the operators by practicing community of practice or bring them to the common platform where in they can exchange their views.

**2. Fear of Failure factor**

COMPARISION MATRIX  
Fear of Failure Factor

FACTORS Sub - factors	CATEGORY	
	Operators	Executives
Trail problem	3.73	3
Experiencing the error	4.15	2.25
Falling short of expectation	3.45	2.48
Lack of faith and belief	3.33	2.58
Reduction in status	3.6	2.3

**Inference:** In this factor the barriers are mainly with executives. Here with the executives all the sub factors are areas of concern. If prioritizing, lack of faith and belief is the major concern as we could analyze from the chart like the experiencing the error, falling short of expectation, is been influencing to become a barrier for knowledge creation. At operator level the effect of fear of failure is less, this is mainly due to their monotonous jobs.

**3. Health Factor**

COMPARISION MATRIX  
Health Factor

FACTORS Sub - factors	CATEGORY	
	Operators	Executives
Mental health	3.75	2.73
Poor diet & malnutrition	3.95	3
Sedentary life style	3.63	2.85
Chronic stress	3.93	2.28
Destructive habits	3.6	2.95
Environmental pollution	3.93	2.83

**Inference:** From the chart the concern is related to executive level. The area of gap is seen in case of chronic stress. This is mainly due to the changing customer requirements and intensive competition which

in turn is also affecting the mental health and hence leading to destructive habits. And in case of operators the effect is seen less as compared to executives due to the monotonous job.

**4. Attitude factor**

COMPARISION MATRIX

Attitude Factor

FACTORS Sub - factors	CATEGORY	
	Operators	Executives
Nervousness	3.83	2.78
Self doubting	3.2	2.25
Moody	3.8	2.38
Shy	3.9	3
Withdrawal nature	3.4	2.6
Carelessness	3.75	2.83
Irresponsible	3.8	3.13
Independent	3.33	3.28
Rude	3.75	2.85
Dull	3.8	3.2
Unimaginative	3.75	3.05
Unassertive	3.83	2.98

**Inference:** The charts indicate that the concerned people are the executives. The gap is mainly seen in self doubting, withdrawal nature, nervousness. The operators are lacking in the self confidence which is making them self doubtful and the person is self doubting then its implied that he will be nervous which in turn makes him to withdraw from the knowledge creation process. And in case of operators the concerned area is self doubting and independent. The organization style is so that, certain level of empowerment is not there whenever required at work which is leading to self doubting.

**5. Role Clarity Factor**

COMPARISION MATRIX

Role Clarity Factor

FACTORS Sub - factors	CATEGORY	
	Operators	Executives
Poor job description	3.13	2.25
Unethical work	3.55	2.98
Overload	3.35	2.68

**Inference:** According to charts the area of concern is poor job description in both operator and executive level which is acting as the barrier in knowledge creation process.

**6. Motivation Factor**

COMPARISION MATRIX

Motivation Factor

FACTORS Sub - factors	CATEGORY	
	Operators	Executives
No achievement	3.35	2.48
Lack of responsibility	3.38	2.8
Advancement and growth	3.93	3.05
Flexible time	3.83	3.13
Lack of involvement	3.45	2.63
Rewards	3.7	2.75
Job security	3.8	2.2

INFERENCE: The operators have the major gap at 1. No achievement, 2. Lack of responsibility 3. Lack of involvement. Here the involvement is low and low involvement means no achievement which in turn is coming in the way of knowledge creation. At the executive level the concerned area is job security and lack of involvement. The performance expectation level is high at this level and there is a need for secured job, which is not in this case. And due to no job security the involvement of executives is low comparatively and hence barrier in creation of knowledge.

**7. Workforce Diversity Factor**

COMPARISION MATRIX  
Work force diversity Factor

FACTORS	CATEGORY	
	Operators	Executives
Sub - factors		
Demographic changes	3.95	3.08
Diverse customer requirements	3.95	2.83
Legal concerns	3.95	2.75
Diverse work teams	4.03	2.7

**Inference:** Here the area of concern is only with operators. The concerned areas are 1. Legal concern 2. Diverse work teams. The legal concern is mainly due to the organization systems, rules and regulations where in certain level of empowerment is not given due to which they face problem of job security which is leading for the barrier. The executive level is a mixture of old and young people which always creates a barrier.

**8. Environmental Factors**

COMPARISION MATRIX  
Environmental factors

FACTORS	CATEGORY	
	Operators	Executives
Sub - factors		
Rapid change	3.58	2.83
Intensive competition	4.1	2.75
Resistance to change	4.78	2.63
Lack of resources	3.98	2.95
Hierarchy of organization	4.13	2.65
Divide and rule	3.93	3.23
Attacking and blaming others	4.15	2.88

**Inference:** The concerned level according to chart is executive level. The concerned areas are 1. Resistance to change, 2. Hierarchy of organization and Reason: lack of empowerment makes the person to feel suffocated.

Finally from the above inferences drawn we could inference that at operator’s level the major areas of concern are as follows

1. Lack of responsibility
2. Withdrawal nature
3. Self doubting
4. Poor Job description

All the factors identified at this final stage are showing a positive relationship wherein care taken with one factor will help to overcome the barrier with the other. And at Executive Level the major areas of concern are as follows

1. Job security
2. Poor job description
3. Chronic stress

Basically in the job type organization mainly has to work towards understanding the expectations of the customer and convert them into technical specifications within less time provided to stay in the business for the longer period. During this course of work the people who have to get involved during the contract review stage are the executives and the

study clearly define these areas. Added to this the organization under study has a location disadvantage from the point of view of the employees that no further growth is possible as no other similar industries are located in the nearby areas.

Hence, logically it is proved that the executives are feeling the sense of job insecurity which can be overcome by:

1. Empowerment
2. Decentralization
3. Exposing the executives to the latest developments
4. Work with bench marking tool.
5. Design the stress relieving courses like YOGA, ART of LIVING etc.

**CONCLUSION**

The objective set for carrying out the study has successfully achieved by identifying barriers in Creation of Knowledge with different category of people working with organization. The final analysis has proved that the organization, which is of job type, will find following type of barriers in common:-

1. Lack of responsibility

2. Withdrawal Nature
3. Self Doubting
4. Poor job description
5. Job security
6. Chronic stress

And there by overcoming these barriers better competitive edge can be achieved. And ultimately the organization to select right person for right job, with the existing people the major areas of concerns.

#### REFERENCES

Ikujiro Nonaka and Hirotaka Takeuchi: - "The Knowledge Creating Company".

Alavi, M. and Leidner, D.E. (2001), "Review: Knowledge management and knowledge management systems: conceptual foundations and research issues", MIS Quarterly, Vol. 25 No. 1, pp. 107-32.

Argote, L. and Ingram, P. (2000), "Knowledge transfer: a basis for competitive advantage in firms", Organizational Behavior and Human Decision Processes, Vol. 82 No. 1, pp. 150-69.

De Long, D.W. and Fahey, L. (2000), "Diagnosing cultural barriers to knowledge management", The Academy of Management Executive, Vol. 14 No. 4, pp. 113-27.

Dixon, N.M. (2000), Common Knowledge: How Companies Thrive by Sharing What They Know, Harvard Business Press, Boston, MA.

Gurteen, D. (1999), "Creating a knowledge-sharing culture", Knowledge Management, Vol. 2 No. 5.

Hansen, M.T., Nohria, N. and Tierney, T. (1999), "What's your strategy for managing knowledge",

Harvard Business Review, Vol. 77 No. 2, pp. 106-16.  
Hendriks, P. (1999), "why share knowledge? The influence of ICT on the motivation for knowledge sharing", Knowledge and Process Management, Vol. 6 No. 2, pp. 91-100.

Katz, R. and Allen, T.J. (1982), "Investigating the not invented here (NIH) syndrome: a look at the performance, tenure, and communication patterns of 50 R&D project groups", R&D Management, Vol. 12 No. 1, pp. 7-19.

Kogut, B. and Zander, U. (1996), "what do firms do? Coordination, identity and learning", Organizational Science, Vol. 7, pp. 502-18.

Disterer, G.: Individual and social barriers to knowledge transfer, Proceedings of the 34th Hawaii international conference on system sciences, 2001

Fisher, G., Ostwald, J.: Knowledge management: problems, promises, realities and challenges, IEEE Intelligent Systems, [www.computer.org/intelligent](http://www.computer.org/intelligent), 2001.