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    NEED/IMPORTANCE OF THE STUDY

    STATEMENT OF THE PROBLEM

    OBJECTIVES

    HYPOTHESES

    RESEARCH METHODOLOGY

    RESULTS & DISCUSSION

    FINDINGS

    RECOMMENDATIONS/SUGGESTIONS

    CONCLUSIONS

    SCOPE FOR FURTHER RESEARCH

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    REFERENCES

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EFFECT OF BARRIERS IN CREATION OF KNOWLEDGE

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ABSTRACT

Knowledge management is growing rapidly. More and more companies have built knowledge repositories, support. Knowledge management is about survival in a new business. Today's organization has renewed responsibility to hire knowledge able employees and specialist to manage Knowledge as an intangible asset For the continuous growth of any organization there are several factors which act continuously. The study began with identifying the different areas which require different treatment to achieve all the time to get the required knowledge to complete in today's highly volatile environment wherein the response time is very less. This article is about to analysis what all factor effecting in creation of knowledge and how they are barriers in creation of knowledge.

KEYWORDS

Knowledge, Creation, barriers.

INTRODUCTION

The theory of organization has been subjugated by pattern 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 standard 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

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.

While organizational knowledge creation is a continuous process with no ultimate end, an organization needs to converge this process at some point in order to accelerate the sharing of knowledge beyond the boundary of the organization for further knowledge creation. As knowledge is conventionally defined as "justified true belief" this convergence needs to be based on the "justification" or truthfulness of concepts. Justification is the process of final convergence and screening, which determines the extent to which the knowledge created within the organization and society. In this sense, justification determines the "quality" of created knowledge and involves criteria or "standards" for judging truthfulness. What matters are evaluations "standard' for judging truthfulness. In the business organizations, the standards generally include cost, profit margin, and the degree to which a product can contribute to the firm's development. There are also value premises that transcend factual or pragmatic considerations. These might be the opinions about such things as the extent to which the knowledge created is consistent with the organization's vision and perception relating to adventure, romanticism and aesthetics. The inducements to initiate a convergence knowledge may be multiple and qualitative rather than simple and quantitative standards such as efficiency, cost, return on investment. In knowledge-creating organizations, it is the role of top or middle management to determine the evaluation standards determining the turning point from dissipation to convergence in the creation process is a highly strategic task which is influenced by the "aspiration" of the leaders of the organization.

THE FACTOR AS FOLLOWS

COMMUNICATION FACTOR

Every organization have to deal with communication .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 fast 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

1. Lack of interpretation skills: Where the listeners do not have full information to engage in meaningful conversation.
2. 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.

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.

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.

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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 can't 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 many 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: These kind of attitude not only affect 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**.**

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 wont 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.

OTHER FACTORS
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.

The factor that can over come by any company in creation of knowledge
With this factors the barriers;

➢ breaching of confidentiality 2. Choosing right method 3. Technology 4. Listening skills. To over come this the any organization may concentrate bring them to the common platform where in they can exchange their views
➢ If prioritizing, lack of faith and belief, falling short of expectation, is been influencing to become a barrier for knowledge creation. this is mainly due to their monotonous jobs that can be over come
➢ changing customer requirements and intensive competition which in turn is also affecting the mental health and hence leading to destructive habits. due to the monotonous job.
➢ self doubting, withdrawal nature, nervousness, 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. The organization style is so that, certain level of empowerment is not there whenever required at work which is leading to self doubting
➢ 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 concerned areas are 1. Resistance to change 2. Hierarchy of organization. Reason: lack of empowerment makes the person to feel suffocated.

Important factor effect in creation of knowledge	illumination
1. Lack of responsibility 2. withdrawal nature 3. self doubting 4. Poor Job description 5.Job security 6. Chronic stress	In general to overcome these barriers the organization may try to implement the following remedies: 1. expose the employees with success stories of the organization 2. allow them to interact informally through open house concept 3. Respecting the ideas and empowering the person learn from mistakes. 4. Show the concern to the family members. 5. Develop a healthy competition within the organization 6. Empowerment 7. Decentralization 8. Exposing the employees to the latest developments 1. Work with bench marking tool. 2. Design the stress relieving courses like YOGA, ART of LIVING etc.

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CONCLUSION

In recent past more than machineries, methods, it is the knowledge which is taking prime position .But in most of the situations we fail to create the required knowledge at the right time. Creation of Knowledge is very important in any industries. Knowledge creation   and how it flow is very important because the factors like   communication is blood stream of any organization. It should not lead to effect in Creation of Knowledge. lack of empowerment makes the person to feel suffocated

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