

The Relationship between Transformational Leadership and Knowledge Sharing in Employees of Golestan University of Medical Sciences

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Abstract: The aim of this study was to study the relationship between transformational leadership and Knowledge sharing in employees of Golestan University of Medical Sciences. The research method was descriptive and correlational. The population included all employees in the Department of Universities and Colleges of Medical Sciences that according to Morgan, 175 subjects were selected randomly. A questionnaire was used to collect data. Data were analyzed using Spearman correlation. The results showed that there was a significant and positive relationship between transformational leadership and sharing knowledge.

Keywords: Change Management, Sharing Knowledge, Productivity.

Introduction

Leadership is one of the main requirements for the activities of many today's organizations (Qorbanian et al., 2010). Leadership as a process means using influence without the power to direct and coordinate the activities of members of a group and as an adjective means a set of attributes. A leader has a powerful influence on the behavior of individuals and groups under his auspices in the organization. Whatever an organization is stronger in terms of leadership, the organization's success certainly will be increased (Musakhani & Mohammadnia, 2006). Leadership of the organizations was begun scientifically like other discussions of Taylor and his efforts. From the 1920s and early 1930s, movement of human relations was gradually replaced by the scientific method of Taylor that in addition to the issue of technology to improve efficiency, manpower was especially emphasized. Based on the theory of human relations, the task of the leader is that the realization of objectives is facilitated through the creation of cooperation and coordination among their subordinates and opportunities for personal growth are created. From the perspective of human relations movement, human communication is important, but from the perspective of Taylor's scientific management movement, the task (work) is important (Faraj Pour et al., 2014).

Leadership is the main task management, but not all of his work. Managers are required to plan and organize, but pivotal role of a leader is to influence others in a way that they eagerly follow predetermined objectives. This indicates that strong leaders may be unable executives and their poor planning results in following the activity of the group in the wrong direction. Although they are able to maintain the group's activities, but they cannot guide them in the direction that achieving organizational goals is followed. Another point is that management and leadership are not synonymous. There is also leadership in unofficial organizations, but when management is conceivable that the

organizational structure is already there, in addition, public officials cannot guarantee that the manager also plays a leading role. Leadership requires skills that by using them, individuals can be encouraged with a desire to achieve certain objectives. As mentioned earlier, all managers are not a leader and all leaders are not a manager. For progressive and sublime ideals and the future thriving, which is more important and more effective? Are managers more needed or leaders? Are there any differences between leadership and management? Today, managers are faced with numerous challenges such as the essential need to transformational leadership, human resource management, quality management, sustainable development and sustaining competitive advantage, organizational change, improving and modifying the organization's core values, philosophy or mission.

These challenges will increasingly require managers so that they play a leadership role within their organizations to create global transformation. Successful managers are elusive from these challenges tomorrow and they should be prepared to meet the challenges of the future. Today, changes are inevitable in the organizations. For success, change is necessary and if an organization cannot perform these changes properly and in accordance with their ideals, it will be failed. The needs of today's world cause many developing countries analyze and criticize their organizations continuously and disadvantageous ways are emancipated and new methods compatible with the requirements of today's world and not too distant future are set up and they are efficient.

In the meantime, an organization that enjoys more competent management, it can better fulfill its purpose because it will create more accurate planning. Lack of good management results in inconsistencies, deviations from the target, wasting time and energy, and organizations are changed into chaos and disintegration (Hersey & Blanchard, 2001). To deal with the uncertain environment of constant change, managers require leaders, who deeply determine the future direction of the organization, direct people to that direction and create enough motivation. Obviously, the traditional leaders in the Third Millennium will not survive, and the world needs leaders who are transformative. Modern man lives in a society dominated by the organization. Nowadays, productivity has the most valuable position for managers and all are in search of outnumbers performance to keep their organization and new achievements of science management consider achieving high performance in organizations due to human resource development (Baqeri Hashi & Haddadi, 2014). Manpower is the greatest asset of a nation and the main factor of its progress. Among the manpower, the share of managers is more than other human factors.

According to multi-factor theory, productivity is the most important factor that can increase productivity tools and equipment necessary to provide human resources. The presence of successful and effective leaders and managers of change is in organizations that in practice, the most important contribution to efforts to increase efficiency in the organization belongs to the first level managers and success in improving efficiency and achieving the goals depends on how effective management and leadership styles of the manager. Therefore, the aim of this study was to study the relationship between transformational leadership and Knowledge sharing in employees of Golestan University of Medical Sciences.

Materials and Methods

The research method was descriptive and correlational. The population included all employees in the Department of Universities and Colleges of Medical Sciences that according to Morgan, 175 subjects were selected randomly. In the stage of the study, after the presentation of preliminary explanation about measuring tool and the purpose of the test, how to answer test for participants was described in detail. On ethical considerations, after obtaining the consent of the people and the necessary awareness, they were assured that information received in this research will be used and will be protected from any abuse. To measure the variables of the research, the following questionnaires were used.

Bass and Avolio Transformational Leadership Questionnaire (MLQ)

Bass and Avolio transformational leadership questionnaire (2000) is measured with 20 items which is taken by multifactor leadership questionnaire (MLQ). This questionnaire includes 4 dimensions of individual consideration, intellectual stimulation, inspirational motivation, and idealized influence and this is based on five-item Likert scale (quoted by Yaqoubi et al., 2010). The reliability of this instrument has been confirmed in several studies. The scale to responding is the whole five-point Likert. To ensure the reliability of the preliminary study, a questionnaire was distributed among 30 people and after completing, it was collected and within the 15 days, it was at the disposal of the respondents again. The correlation among the questionnaire scores, calculation and test-retest coefficient for multi-factor questionnaire of leadership was 0.721 and organizational justice questionnaire was 0.0785. Also, coefficient of internal reliability was obtained through Cronbach's alpha for multi-factor leadership questionnaire 0.9 and organizational justice questionnaire 0.845.

Knowledge Sharing Questionnaire

This questionnaire is made by Ahmadi (2014) and includes 13 questions and studies two dimensions of knowledge sharing including explicit knowledge and tacit knowledge. The questions of the questionnaire are regulated in a Likert scale 5 possessed to "very high" score 5 and to "very low" score of 1. The validity of knowledge sharing is calculated by Farahbakhsh (2013) and Ahmadi (2014) in the value of 0.82 and Ahmadi (2014) obtained the reliability of the questionnaire (0.762) in the method of Cronbach's alpha (quoted by Yeganeh Rad & Taheri, 2014). Spearman correlation was used to analyze the data.

Results

Kolmogorov-Smirnov test results showed abnormal distribution of data ($p < 0.05$). To study the relationship among variables, Spearman test was used. The results are presented in Table 1. There is a significant relationship between transformational leadership and knowledge sharing. This means that with an increase of one unit in transformational leadership, knowledge sharing is an average of 0.475 units.

Table 1. Correlation among variables.

	Correlation coefficient	Sig.
The relationship between leadership and knowledge sharing	0.432	0.00

Conclusion

The aim of this study was to study the relationship between transformational leadership and knowledge sharing in employees of Golestan University of Medical Sciences. The results showed that there was a significant relationship between transformational leadership and knowledge sharing. In explaining this question, it can be said that the culture of knowledge sharing in the organization depends on an attitude of people who have created this culture. If employees do not tend to share their knowledge with the other members, it will be very difficult to expand knowledge sharing culture among them through rewarding or legal requirements.

Creating a culture of knowledge sharing within the organization requires managers and employees training and change management process. The leaders have a key role in creating successful change staff attitudes and knowledge sharing culture and institutionalization of knowledge management in the organization. Leadership commitment to knowledge sharing is raised by Martini in 1998 as a remarkable key factor. However, this support should be encouraged compared to coercion. Some suggestions can be offered to the employees about how they share something with colleagues, but, finally, knowledge sharing is on their own responsibility.

According to Chloe and Barlyng, knowledge sharing should be voluntary. In fact, when the lower-level employees are ordered to share its information to higher levels, a heading culture of information occurs due to management interference. The impact of the strong support of managers from projects of transformational knowledge is undeniable to the success of these projects. Davenport and Prusak regard message-based induction on vitality for the success of knowledge management and learning organization as one of the senior management supports. Learning organizations requires the commitment, modeling and participation of all their leaders (Rahnavard & Sadr, 2009).

Conflict of interest

The authors declare no conflict of interest

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