

Transformational Leadership Style and Knowledge Management Relationship among Tehran Hospital Libraries Managers

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Abstract: *This study investigates the relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran. The research is a practical, descriptive-survey study and its variables include knowledge management and transformational leadership style. The participants include 125 managers and heads of 125 hospital libraries in Tehran. Data collection were done using questionnaire planned by Bukowitz and William's knowledge management (1999) and also by transformational leadership which was styled by Barnett's et al (2001). Likert scale was used for grading measurement. To calculate reliability of internal consistency of questionnaires items, Cronbach's alpha (above 70%) was used. To analyze data, descriptive statistics indices including mean, standard deviation, distribution and inferential statistics, the Kolmogorov - Smirnov, Spearman's correlation coefficient was used. Moreover, the data were analyzed by the version 20 of SPSS software. The results indicated that there is an average relationship and positive and significant correlation between the components of knowledge management and components of transformational leadership style. This study indicates that the heads and managers of hospital libraries in Tehran have a moderate tendency to applying the knowledge management and transformational leadership style. Therefore, officials should provide appropriate structures and other enabling environments for applying knowledge management and transformational leadership style in hospital libraries in Iran.*

Keywords: *knowledge management, transformational leadership style, Libraries of hospitals in Tehran*

I. Introduction

Knowledge management is considered as a device to access the quality improvement and disciplining the staff or the organization capital (Seif & Karami, 2004). To access development, based on knowledge, knowledge management can be considered as a basic element, to access improvement. Thus, knowledge management seems vital for politicians in order to plan and manage development in both national and international scopes (Hassanzadeh, 2008). It is necessary for the staff to increase their abilities in problem solving because these skills are a specific step in problem solving in personal, interpersonal and group levels (Chadiha et al, 2004). The existence of a supportive culture in an organization is a significant prerequisite for implementing and success of knowledge management programs and without a supportive culture, knowledge management will not be successful (Hassanzadeh, 2008). Leadership is one of the personal and organizational elements in organizational commitment that is considered as a key element (Allen & Meyer, 1990).

Leader is a key element in leading and managing the organization environment (Goleman et al, 2002). Organizations today need leaders who will be able to use their charisma in order to motivate their staff so that they can use their maximum talent and effort to achieve the organization goals. Such leaders are known as transformational leaders (Bass & Steidlmeier, 1998).

Transformational leadership is one of the leadership styles. This leadership style is inspires the followers and boosts their morale (Golshani, 2001). The transformational leaders affect the organizational commitment of their followers through encouraging them to think critically using new approaches and participating them in decision making processes and developing their personal abilities through identifying their needs (Lim & Cromartie, 2005). The transformational leadership has been recognized as one of the influential leadership styles (Storey, 2004). According to Burns (1979) the transformational leadership style orientation is to lead people toward self-improvement. The transformational leader stimulates the staff to perform beyond the expectations.

Improving the quality of library services by hospital libraries staff is one of the daily and essential needs in order to provide their visitors who are mostly university students and professors with information and guiding them as exactly as possible. This subject manifests the importance of the relationship between knowledge management and transformational leadership style among the hospital library managers in Tehran. Imam Khomeini hospital library was the first modern hospital library in Iran that was established in 1951. At present most hospitals in Tehran have been equipped with advanced libraries. The manpower in these libraries is under the influence of variables such as expense, investment in library and commitment of

organization in continuous instruction. The staffs of hospital libraries are in charge of activities such as library management, supervision and information specialist and etc. and the personnel in libraries have been trained in majors such as librarianship and information.

Knowledge management as an appropriate device is able to improve library services, organizational structure and preserve their competitive power. The influential conditions of knowledge management highly affect the practicality of knowledge management in libraries (Foo, 2002).

Libraries as social institutes should be able to meet the visitor's needs. Libraries final competency is through the use of competent staff. The manager of the library should give some freedom to the others and expect them to co-operate in return. The manager should delegate authority to the staff so that they do their duties satisfactorily (Olumi, 2006).

This research investigates the relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran. Tehran, the center of Tehran province has 135 hospitals. 125 hospitals of the 135 have small to equipped and organized libraries. Such research has never been conducted in these hospitals. These libraries are considerably used by faculty members, assistants, health and treatment staff. The purpose from this research is going to find the answer to this question that whether or not there is relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran.

The Framework Presented in this paper

The Framework presented in this paper is based on a seven-step process defined by seven-step process Bukowitz and William's knowledge management (1999). Knowledge management components of this research included:

1. Knowledge acquisition

Using different tools for acquiring knowledge, documents part and library section are examples of these tools.

2. Knowledge usage

Using the obtained knowledge, if it was useful and appropriate

3. Learning from knowledge

Learning lessons from the experience and knowledge obtained

4. Knowledge sharing and exchanging

By transfer and exchange of knowledge between organization members, the culture of "sharing knowledge is power" will be replaced "knowledge is power".

5. Knowledge assessment

Examine the state of knowledge and the knowledge assets in organization

6. Knowledge production and consolidation

The organization ability to create and produce knowledge as well as the consolidation and protection that on the organization

7-Efficient use of knowledge

Full and efficient use of existing knowledge in new situations as opportunities arise for the organization, before using of external resources

The results of some studies on knowledge management and transformational leadership

The results of Rustami and Saadi study (2012) showed that there is correlation between the components of transformational leadership and knowledge sharing among staff of cooperation and labor and social welfare office in Golestan province. Alavi et al (2012) in the Engineering Research Center showed that transformational leadership and knowledge management will have positive effect as factors affecting innovation and organizational learning.

Amouzad Khalili and Eskandari (2012) in a research to evaluate the relationship between transformational leadership and knowledge sharing among Mazandaran gas company staff showed that, there is correlation between four components of transformational leadership including: idealized influence, inspirational motivation, mental encouraging and individual consideration with staff knowledge exchange. Javdani (2002) studied the relationship between transformational leadership and organizational commitment of teachers; he found that there is positive and significant relationship between transformational leaders with organizational

commitment of teachers. Birasnav, Rangnekar and Dalpati (2011) also in their research in India with title of transformational leadership and human's capital and role of knowledge management showed that transformational leadership will have potential impact on staff perception from human capital resources. In study Bryant (2003) by title transformational and transactional leadership role on the creation and dissemination of knowledge management showed that there is a clear and significant relationship between transformational leadership and knowledge management. Politis (2001) in his study with title of transformational leadership, transactional and knowledge management showed that there is a significant relationship between transformational leadership indexes and knowledge management. Crawford (2005) conducted a study to investigate the relationship between transformational leadership, organizational position and knowledge management. His finding showed that there is a significant relationship between transformational leadership and knowledge management.

The Main question of this survey:

Is there a relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran?

Research Hypothesis

1. There is a relationship between knowledge acquisition and transformational leadership style among managers of hospital libraries in Tehran.
2. There is a relationship between knowledge usage and transformational leadership style among managers of hospital libraries in Tehran.
3. There is a relationship between learning from knowledge and transformational leadership style among managers of hospital libraries in Tehran.
4. There is a relationship between sharing and exchanging knowledge and transformational leadership style among managers of hospital libraries in Tehran.
5. There is a relationship between knowledge assessment and transformational leadership style among managers of hospital libraries in Tehran.
6. There is a relationship between knowledge production and consolidation and transformational leadership style among managers of hospital libraries in Tehran.
7. There is a relationship between efficient use of knowledge and transformational leadership style among managers of hospital libraries in Tehran.

II. Methods

Considering the purpose, this research is a practical one and regarding the data collection it is a descriptive and measurement one. The participants were all the managers of hospital libraries in Tehran. It was reported that they were 125 managers. Since the number of participants was limited, all of them were questioned. It can be stated that to collect data, census method was used and questionnaires were used to collect data. The questionnaires were divided into three parts. The first part includes personal information that was based on the research need and was related to gender, age, educational field and degree and employment background. The second part was related to Bukowitz & Williams (1999) knowledge management with 100 questions. The third part was related to Barnett et al (2001) transformational leadership style with 24 questions. Likert scale was used to grade measurement. According to Lawshe (1975) model; content validity ratio (CVR) equal 0.67. Cronbach's alpha coefficient for knowledge management equals 0.773 and for transformational leadership style equal 0.745. Kolmogorov-Smirnov one-sample test on the components of the study showed that the distribution of components and indicators were not normal. So, the Spearman's non-parametric correlation test was used to evaluate the research hypotheses.

III. Results

Demographic results

The results showed that, the most managers of hospital libraries in Tehran are women. Also the most of them were between the ages of 33-42. The research results indicated that most managers of these libraries have had B.A and M.A. 89 managers were educated in librarianship and 36 in other field (Table 1).

Table 1: The results of manager’s demographic characteristics

Variable		Numbers	Percentage
Gender	Female	105	84
	Male	20	16
Age group	23-32	30	24
	33-42	68	54.4
	43-52	26	20.8
	53 & above	1	0.8
University degree	High school diploma	9	7.2
	Associate degree	9	7.2
	B.A	69	55.2
	M.A	36	28.8
	Ph.D	2	1.6
educational field	Librarianship	62	49.6
	medical librarianship	27	21.6
	others	36	28.8

It has been reported that the society contains 125 people

The results also indicated that:

The results of investigation on the first hypothesis indicated that, there is relationship between knowledge acquisition and transformational leadership style among managers of hospital libraries in Tehran, so that Spearman’s correlation coefficient with significant difference 0.049 has been equal 0.176 (Table 2).

Table 2: The results of Spearman's correlation coefficient between knowledge acquisition and transformational leadership style among managers of hospital libraries in Tehran

Knowledge acquisition among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.049	0.176*	

** Correlation is significant at the 5% level

The results of investigation on second hypothesis indicated that, there is relationship between knowledge usage and transformational leadership style among managers of hospital libraries in Tehran, so that correlation coefficient with significant difference 0.001 has been equals 0.492(Table 3).

Table 3: The results of Spearman's correlation coefficient between knowledge usage and transformational leadership style among managers of hospital libraries in Tehran

Knowledge usage among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.492**	

** Correlation is significant at the 1% level

The results of investigation on third hypothesis indicated that, there is relationship between learning from knowledge and transformational leadership style among managers of hospital libraries in Tehran, So that correlation coefficient with significant difference 0.001 has been equal 0.341(Table 4).

Table 4: The results of Spearman's correlation coefficient between learning from knowledge and transformational leadership style among managers of hospital libraries in Tehran

learning from knowledge among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.341**	

** Correlation is significant at the 1% level

The results of investigation on forth hypothesis indicated that, there exists relationship between sharing and exchange knowledge and transformational leadership style among managers of hospital libraries in Tehran, so that correlation coefficient with significant difference 0.001, has been equals 0.699 (Table 5).

Table 5: The results of Spearman's correlation coefficient between sharing and exchange knowledge and transformational leadership style among managers of hospital libraries in Tehran

sharing and exchange knowledge among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.699**	

** Correlation is significant at the 1% level

Investigation of the fifth hypothesis indicated that, there exists relationship between knowledge assessment and transformational leadership style among managers of hospital libraries in Tehran, so that correlation coefficient with significant difference 0.001 has been equal 0.457 (Table 6).

Table 6: The results of Spearman's correlation coefficient between knowledge assessment and transformational leadership style among managers of hospital libraries in Tehran

knowledge assessment among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.457**	

** Correlation is significant at the 1% level

The results of investigation on sixth hypothesis indicated that, there exists relationship between knowledge production and consolidation and transformational leadership style among managers of hospital libraries in Tehran, so that correlation coefficient with significant difference 0.001 has been equals 0.647 (Table 7).

Table 7: The results of Spearman's correlation coefficient between knowledge production and consideration transformational leadership style among managers of hospital libraries in Tehran

knowledge production and consideration among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.647**	

** Correlation is significant at the 1% level

The results of investigation on seventh hypothesis the results indicated that, there is relationship between optimal use of knowledge and transformational leadership style among managers of hospital libraries in Tehran, so that Spearman's correlation coefficient with significant difference 0.001 has been equal 0.644 (Table 8).

Table 8: The results of Spearman's correlation coefficient between optimal use of knowledge and transformational leadership style among managers of hospital libraries in Tehran

optimal use of knowledge among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.644**	

** Correlation is significant at the 1% level

The results of investigation on the main question of the research indicated that, there is relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran. Correlation coefficient between the two elements is 0.545 with significant difference 0.001 (Table 9).

Table 9: The results of Spearman's correlation coefficient between knowledge management and transformational leadership style among managers of hospital libraries in Tehran

Knowledge management among managers of hospital libraries in Tehran			Transformational leadership style
N	Significant difference (Sig)	Spearman's Correlation Coefficient	
125	0.001	0.545**	

** Correlation is significant at the 1% level

IV. Discussion

The demographic results represent the interest and important role of women in activities and responsibility in these libraries. The results of the average age in these managers indicate the presence of young people in positions of responsibility. And in accordance to their particular attention and acceptance of the present study, the trends of managers of hospital libraries in Tehran toward knowledge management and transformational leadership style, can be reported as positive assessment. Also managers university degree (B.A and M.A) show that this is a strong point for these libraries. Libraries require strong organizational and professional managers in the field of information and communication. This is reason of the importance of expertise in librarianship for libraries managers (Shahbazi and Sedaghat, 2007). As a result, management in hospitals libraries should be noticed as profession that needs expertise. However, results of this study indicate that make up a significant percentage of managers of hospital libraries in Tehran, are composed of persons that are specialized in libraries and have academic paper in their career.

In the first hypothesis it can be stated that between these two elements there is relationship with 5% level of significant difference. However, this relationship has been weak, direct and positive. In considering this hypothesis and regarding the findings and results and through the theoretical framework of the research it is possible to refer to some researchers' theories. According to Petrash (1996), knowledge management is acquiring appropriate knowledge for appropriate people in appropriate time in order to decide exactly.

Knowledge management is directly related to the power of competition of organization knowledge and in fact the existing knowledge can be compared with things an organization should know in order to perform its strategy and to motivate the need for organizational performance, motivates the use of expansive knowledge development to achieve an accepted level of knowledge management process (Carneiro, 2001). Politis (2002) also in his study showed some dimensions of the transformational leadership effects on acquisition of knowledge in organization. The result obtained in this hypothesis is consistent with the results of Politis (2002).

In the second hypothesis it can be stated that, there is relationship between these two elements with the level of significant difference that is 1%. This relationship is average and direct and positive. In considering this hypothesis and regarding the finding and results, we can refer to Drucker (1991) theory. He states that the most important thing for knowledge management is learning the point that how the staff to practice knowledge management and usage. One of the Drucker's main topics is that efficient organization assigns the people to jobs so that they can be the most influential.

Naghipour et al (2008) indicated that librarians and managers of central libraries of medical sciences universities have a high tendency in knowledge sharing and knowledge management usage so they have appropriate organizational culture. The results obtained this hypothesis is consistent with the results of Naghipour et al (2008).

In the third hypothesis, it can be stated that between these two elements, there is relationship with 1% level of significant difference and this relationship is weak, direct and positive. In considering this hypothesis, regarding the finding and results, we can refer to some theories. According to Bukowitz and Williams (2000) learning in organizations is important because it shows a transitional process between creation and usage of new ideas. The helping process of knowledge management is related to encouraging the staff in transmitting their learning to the shared knowledge base.

Transformational leadership can be a knowledge learning perspective among the organization's members (Bryant, 2003). Shoghi and Haj-Fathali (2012) and Alavi et al (2012) also in their study showed that transformational leadership knowledge management are factors that have a positive effect on innovation and organizational learning. The results obtained in this hypothesis consistent with the results of Shoghi and Haj-Fathali(2012), Alavi et al(2012) and Bryant(2003).

In the fourth hypothesis, it can be stated that between these two elements, there is relationship with 1% level of significant difference and this relationship is strong, positive and direct. In considering this hypothesis, regarding the finding and results, we can refer to some theories. According to Renzel (2012) theory, He believes that knowledge management generally looks for knowledge production, share and using it in order to accessing to the organizational learning. Through knowledge share people can achieve the results that are beyond personal results.

The results research Salmani and Nikfal (2011) showed that, senior managers of that University has not positive attitude to opinion polling and sharing the information with Scientific panel Members. The results obtained this hypothesis is consistent with the results of Amouzad Khalili and Eskandar(2012) and Rustami and Saadi(2012).But is not consistent with the results of Salmani and Nikfal (2011).

The fifth hypothesis, it can be stated that between these two elements, there is relationship with 1% level of significant difference and this relationship is average, direct and positive. In considering this hypothesis, regarding the finding and results, we can refer to some researchers' theories. In their research Mohammadi Ostani et al (2011), indicated that the possibility of knowledge management implementation in university libraries in Isfahan based on Bukowitz and Williams's model is lower than the average and there is not

uniformly implementation. Librarians and information providers have searching abilities and they know how to conduct research. They also are able to assess knowledge and information. Their great ability in information management that shapes a main part of knowledge management and also their emphasis on information versus technology has provided them with an exceptional situation (Hazeri, 2005). The result obtained in this hypothesis is consistent with a knowledge management research Hazeri (2005). However, the results obtained are not consistent with the results obtained by Mohammadi Ostani et al. (2011).

The sixth hypothesis, it can be stated that between these two elements there exists relationship 1% significant difference and this relationship is almost strong, positive and direct. In considering this hypothesis, regarding the finding and results, we can refer to some researchers' theories. In Khamseh and Ghazayi (2014) research, in order to the knowledge preservation in companies such as Hepco that many of its products are designed by organization experts, preserving backgrounds is very important. They suggest creating an organization with the responsibility of knowledge management can act to create mechanisms such as the ways of motivational processes for attracting all staff participation in order to provide knowledge sources and update them so that not only it can supervise and improve the documentation system in organization but also it can monitor the collection of all documents that are related to products and through categorizing them, make it possible for permitted persons to get access to documents.

Based on Hashemi (2010) research with the subject of the assessment of knowledge management in university police Sciences University, the results indicated that the present condition of university in preserving its knowledge is not appropriate. Investigation of the indices situation shows that despite having indices for knowledge absorption, the university do not acts on knowledge acquisition based on these indices. The result obtained in this hypothesis is consistent with the results of Khamseh and Ghazayi (2014). But is not consistent with the results of Hashemi (2010).

In the seventh hypothesis, it can be stated that there is relationship between two elements with 1% significant difference and this relationship is almost strong, positive and direct. Through investigating this hypothesis, regarding the findings and results we can refer to some researchers' theories. Based on Probst, Raub and Romhard (2000) "the cornerstone of building the foundations of knowledge management", having trust on the optimal use of knowledge in an organization is related to this part. In this part, there are obstacles on the optimal use of knowledge that should be identified and removed so that it can be practically used in providing services and knowledge products.

Among knowledge management activities, one of the main steps is the optimal use of knowledge because knowledge will be useful only if it is used (Ahmadi and Salehi, 2014). Afshari et al (2012) in their study showed that transformational leadership is more effective to learn the skills and knowledge for implement effective information technology. The results obtained this hypothesis is consistent with the results of Afshari et al (2012) and theory of Probst, Raub and Romhard (2000).

In the research main question, it can be stated that between the two elements, there is relationship with 1% significant difference and this relationship is average, direct and positive. The results of this research can confirm the results of the conducted researches by some researchers who studied the relationship between knowledge management and transformational leadership style. According to Bukowitz and Williams (2000) the framework process of knowledge management, generally includes, production, preservation and using of a knowledge that creates additional value for the organization.

In the main processes of knowledge management, one of the institutions that is able to perform these processes excellently, is libraries, because libraries are known as infrastructure and perfect platform for knowledge management. The main goal of libraries is to distribute knowledge that is knowledge management ultimate goal. Regarding these topics, the libraries can perform the main role of knowledge management process excellently in organizations, national organizations, universities and other scientific and research centers (Zareyi, 2008).

Asian Productivity Organization (APO) model (2007), consider leadership, people, processes and technology as facilitative elements of knowledge management in governmental organizations. This model emphasizes leadership very much and believes that leadership support in organization is an influential element in knowledge creation and knowledge management success.

Leadership and specially transformational leadership with functions such as identification of organization goal, operating and preserving main competency, developing human capital, protecting and preserving an influential organization culture and creating balanced organization controls, provide accessible opportunities to organization goals and mission, thus today organizations need leaders who are able to use their charisma, high level of influence and broad perspective in order to create commitment, requisite enthusiasm in employees for the maximum use of their talent and effort toward achievement of organization goals (Javdani, 2011).

This study indicated that heads and managers of hospital libraries in Tehran have an average tendency of knowledge management usage and transformational leadership style. Also there is strong relationship between knowledge management components such as knowledge share and exchange, knowledge production and consolidation and optimal use of knowledge with transformational leadership style.

V. Conclusion

The results of this research indicated that, there is a significant relationship between knowledge management and transformational leadership style among managers of hospital libraries in Tehran. Hence, it is suggested, the officials provide appropriate structures and other platforms for the usage of knowledge management and transformational leadership style in other hospital libraries in Iran.

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