

**The effect of knowledge
management and
transformational leadership on
the success of employee
communication management**

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Abstract

The purpose of this study is to examine the impact of knowledge management and transformational leadership on the success of employee information management (Arian Ghaemshahr company case study). This research is a field data collection method based on a practical and correlational method based on non-technical implementation. The statistical population of this study is 600 employees working in Arian Ghaemshahr company, and 234 people were randomly selected as a sample based on Morgan's table. The results of the study showed that knowledge management and transformational leadership influenced the success of industrial relations management in Arian Ghaemshahr Company.

Key words: knowledge management, transformational leadership, communication management

Introduction

Knowledge is any organization's greatest asset, and organizations that possess this talent are better able to handle today's challenges and be more successful than their competitors. Organizations need highly skilled employees with diverse skills to advance and develop as much as possible.

The concept of human capital suggests that improving the knowledge and intellectual skills that a person possesses will lead to productivity. (Fazeli, Heydari, 2021, p. 245). In the new knowledge-based economy, the productivity of skilled workers is an important source of organizational innovation, performance and stability. Peter Drucker (1999) argued that increasing employee productivity is the greatest management challenge of the 21st century. Knowledge work here refers to cognitive and intellectual activities that contribute to the generation and continued use of knowledge. (Kianto et al., 2018, p. 4).

The challenge of connecting with customers and trying to keep them for a long time will affect the profitability and stability of the company in a competitive environment. To that end, proper and appropriate planning in employee and customer relationship management can have a significant impact on customer loyalty. (Mozhdekanlu, Kamali, 2020, p. 22).

To increase organizational performance, you need to identify the types of leaders needed to support the implementation of knowledge (knowledge management programs) in these environments. This is because researchers have stated that different leadership styles have different effects on the implementation of the knowledge management process.

Transformational leadership theory suggests that leaders exhibit specific behaviors that accelerate members' level of creative thinking and improve member performance, organizational creativity, and individual organizational performance. The role of a transformational leader is focused on the implementation of knowledge management because change leaders have a strong influence on employees whose involvement is most needed in the implementation of knowledge management practices. (Birasnav, 2019: 1622)

Consequently, this study seeks to find out the effects of knowledge management on improving employees' information management and information use ability through various types of managerial leadership. This improves employee productivity and organizational success.

Theoretical research literature

- Definition of knowledge management

Since applied research is a relatively new phenomenon in knowledge management, there is no specific and precise definition that researchers agree on. Most importantly, knowing the different definitions, sizes, and patterns of this problem will make it easier to understand and use effectively.

The definition of knowledge management varies greatly depending on the author's area of expertise. They conclude that knowledge management is a continuous process that ensures the experimental development of an organization to improve its problem-solving capabilities and support competitive advantage. Knowledge management is the ability to create added value through intangible assets.

"Waltz" believes that knowledge management refers to the various organizational domains, processes and information technologies that are used to acquire, create and distribute knowledge to achieve the management mission, objectives and business strategies.

Knowledge management is an art and technique that improves the efficiency of managerial decision-making by converting knowledge into knowledge and operational knowledge. Knowledge is a combination of facts, information and skills learned through experience in an organization. The source of this knowledge can be customers, competitors or employees of the organization.

Every organization must have a clear process for creating and maintaining knowledge. And through the use, sharing and implementation

of information, the goals of the organization for successful and sustainable business operations in the ecosystem have been achieved.

If meaningful information emerges, the information becomes the knowledge base. Finally, this knowledge must lead to wisdom and understanding, which in turn leads to wisdom. This process is a new psychological model rooted in knowledge management principles. (Asemani Nesab, Ghadami, 2020).

- Organizational communication management (employees)

Communication in its broadest sense is all spoken, written physical activity that transmits values and concepts from one person to another or to influence others. Basically, the process of exchanging information and conveying the meaning from the sender to the receiver so that the receiver understands and responds to the sender's thoughts is called communication.

Therefore, the success of managers and organizations in achieving their desired goals depends on the design and construction of effective information systems. Generally, within the meaning of this definition, two-way communication can be considered if feedback is received. And if the message is not received, it becomes a one-sided communication. If the receiver clearly understands what the sender wants, the communication is complete. Through this interpretation, organizational communication is the processing, interpretation and interpretation of messages, information, meaning and symbolic actions within and between organizations. (Tadbiri, Shahabadi, 2016).

- Transformational leadership style

Transformational leaders have a vision and challenge others to do extraordinary work. Transformational leadership refers to a style of leadership in which leaders are divinely gifted and provide spiritual encouragement

and special attention to their followers and direct them by influencing their hearts. Transformational leaders create a dynamic organizational landscape. Changing cultural values are needed to reflect more innovation. Transformational leadership also aims to create a relationship between individual and collective interests so that subordinates can work towards higher goals. (Arefi, 2016).

- Knowledge management in communication

In today's knowledge economy, competitive advantage is found in managing information processes to do business, rather than in access to resources and markets. Knowledge and intellectual capital are considered the fundamental foundation for achieving core competencies and the strategy for better performance.

To achieve a sustainable competitive advantage, it is important and important to pay attention to the existing knowledge, its effective use and the creation of a structure for the introduction of new knowledge and information, to which organizations should pay special attention.

Customer relationship management is one of the topics that in today's global economy has made organizations rethink the way they interact with different customers and acquire their vast knowledge. But it is safe to say that effective communication with customers is not possible without knowledge management.

In order to increase the effectiveness and efficiency of the organization and to ensure optimal delivery of goods and services to customers and to achieve their satisfaction, we must manage our customer information. That is why knowledge management is an integral part of customer relationship management.(Jaafari, Alipour, 2015).

- Relationship between leadership styles and organizational communication

Experts have divided leadership styles into four types.

The first style, authoritarian leadership: setting goals and making decisions takes place at the highest levels of the organization and is transmitted through the hierarchy; Also, supervision is applied high and centrally, and informal organizations are strongly opposed, their existence is seen as a kind of conflict with the goals of the organization.

The second style, authoritarian but combined with paternal compassion (benevolent): Managers put a lot of trust in their employees. Many decisions are made in the form of predefined frameworks at lower levels of the organization and are given a certain level of authority. It is also an informal organization. However, they do not necessarily oppose organizational goals.

The third style, atmosphere in participatory: Managers with this style place great trust in their employees. Politics and important decisions are made at the highest level. However, there is two-way communication between managers and employees. These relationships are reciprocal, held together by trust and confidence.

Most management authority is delegated to the lower levels of the management chain, and all levels of management are responsible for achieving the organization's goals. They are often supported by informal organizations and sometimes have some form of opposition to the goals and objectives of formal organizations.

The fourth style, very cooperative: Managers are very loyal and trust their employees. Communication flows through horizontal, vertical and diagonal channels, and decision-making power is distributed throughout the organization. All levels of management are involved in the management process. Formal and informal organizations have almost merged. Therefore, all forces will be able to

achieve the set objectives. (Saeidi Moghadam, 2019)

Hypotheses

- 1.Knowledge management has an effect on the success of employee communication management.
- 2.Transformational leadership style affects the success of employee communication management.

Research method

This study is a technical research study conducted with a focus on the management company and employee community of Arian Corporation. This study will investigate and analyze the impact of knowledge management through change leadership on the success of information management and communication skills of employees in Arian Ghaemshahr Company.

The statistical population of this study is all employees (600 people) working in Arian

Ghaemshahr company. Based on Morgan’s table, 234 people were selected as samples from the statistical population. In this study, information was collected using three questions based on variables.

The knowledge management questionnaire (2013) is a questionnaire created by a communication management researcher, the questionnaire questions are designed based on the research of Guardio-Moreno (2011) and the transformational leadership questionnaire, Riahian (2013) in data analysis using two statistical methods including descriptive statistics and inference has been used.

Findings

- 1- Knowledge management has an effect on the success of employee communication management in Arian Ghaemshahr Company.

Table 1: Test results

| Test result | statistical significance | T statistic | path coefficient (standard estimate) | The path studied in the model |
|-------------|--------------------------|-------------|--------------------------------------|---|
| Acceptance | ٠/٠٠٠** | ٩/٢١ | ٠/٥٧ | Knowledge management - the success of employee communication management |

The result of the analysis of the path of the first sub-hypothesis according to Table 1 shows that the coefficient of the path of knowledge management on the success of communication management of employees in Arian Ghaemshahr Company was equal to 0.57.

Considering that the value of the t test statistic is equal to 9.21 and at the error level of 0.05 it is greater than 1.96. It can be concluded that, statistically, knowledge

management has a positive and significant effect on the success of employee communication management in Arian Ghaemshahr Company.

- ٢-Transformational leadership style has an effect on the success of employee communication management in Arian Ghaemshahr Company

Table 2: Test results

| Test result | statistical significance | T statistic | path coefficient (standard estimate) | The path studied in the model |
|-------------|-----------------------------|----------------|---|--|
| Acceptance | •/•••** | ٨/٢• | •/٥٢ | The success of Transformational leadership employee__> communication management |

The result of the path analysis of the fourth sub-hypothesis according to Table 2 shows that the coefficient of the path of transformational leadership style on the success of employee communication management in Arian Ghaemshahr Company was equal to 0.52.

Considering that the value of the t test statistic is equal to 8.20 and at the error level of 0.05 it is greater than 1.96. It can be concluded that the transformational leadership style has a positive and significant effect on the success of employee communication management in Arian Ghaemshahr Company.

Analysis of findings

First hypothesis: knowledge management has an effect on the success of employee communication management in Arian Ghaemshahr Company.

In order to explain this result, it can be said: Organizations need to seriously follow the management of relations with employees in order to increase organizational productivity and use budget and human resources as efficiently as possible.

As there is a traditional method of communication between managers and employees, we cannot expect the growth and development of the business. Of course, the importance of employee relations management goes back to its role in the growth and excellence of the organization.

Therefore, business owners must meet the expectations of their members and follow the communication between managers and employees in a special way. One of the most important success factors for any organization is the relationship and knowledge management between management and employees.

As a result, managers who try to implement such a situation in their business are guaranteed success. Managing communications with employees is one of the manager's primary responsibilities. Planning and monitoring employee performance is a demanding task. It is true that management cannot be executed without communication between management and employees.

The findings of this assumption are in agreement with the research findings of Variale, Cammarano, Michelino, Caputo (2023), Naproski, Thomas (2021), Kianto (2018), Birasnavva (2014), Elusi et al. (2014), Hosseini, Cheraghi (2021).), Mohammad Ismail, Teham (2020), Nazi, Golui, Hassan Zahi (2018) .

Second hypothesis: transformational leadership style has an effect on the success of employee communication management in Arian Ghaemshahr Company. In explaining this result, it can be said: Transformational leadership is a leadership style in which leaders motivate and inspire employees to create new initiatives and changes that help

grow and shape the future success of the company. .This is achieved by promoting a strong corporate culture, employee empowerment and autonomy in the workplace.

Transformational leadership practices enable organizations to improve performance while competing in turbulent and unpredictable environments. When transformational leadership skills are used in addition to other leadership practices, they can become a source of competitive advantage for an organization.

And leveraging these competitive advantages can really help you compete strategically and achieve greater profits in the short and long term. Indeed, if change leadership is not effective, your organization will be able to perform efficiently and effectively while facing the challenges of the global economy. The findings of this hypothesis were consistent and confirmed with the research findings of: Naproski, Thomas (2021), Kianto (2018), Birasnav (2014), Elusi et al. (2014).

Conclusion :

Today, knowledge management has become an undeniable necessity. So that organizations are passive for competition and survival without knowledge management. It is important to know that the members of an organization are educated people, who are considered the main social capital. Organizations have realized that nothing is as valuable in a highly competitive world as knowledge. Therefore, more than anything, the employees of the organization have been considered as the owners of knowledge and the most important capital of the organization, and knowledge management

has become important as a tool that can gather existing knowledge, give it order and dynamics, and spread it throughout the organization. Scientists have always emphasized the importance of unique evolution. The internal knowledge of companies helps to offer new products/services and differentiate themselves from competitors to achieve the advantage of offering unique products/services to customers. Both manufacturing companies to improve customer satisfaction and sales volumes, and service companies to increase employee skill levels and provide more complex services, have found the impact of knowledge development on performance. (Birasnav, 2019: 1624). Knowledge management in organizations continues to appear and in its infancy, and despite strong reasons for the strategic use of knowledge management to improve organizational effectiveness, there are several obstacles to implementing information management in an organization. Which was mentioned in several studies in this field. These obstacles can be summarized in the following cases: human obstacles, organizational obstacles, cultural and environmental obstacles, political obstacles, technical and technological obstacles (Hosseini, Cheraghi, 2021). Researchers have studied the impact of transformational leadership on followers and organizational performance over the past decade. (e.g., Dwyer et al., 2002; Howell & Avolio, 1993; Lu et al., 1996), but only a few studies which has been investigated. Several studies report that transformational leaders empower their followers (e.g., Jung & Susik, 2022) and create an innovative climate (Jung et al., 2023).

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