

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLES ON
KNOWLEDGE MANAGEMENT: THE MODERATING ROLE OF
ORGANIZATIONAL STRUCTURE AMONG ADMINISTRATORS**

By

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ABSTRAK

Objektif kajian ini ialah menentukan hubungan antara kepimpinan transformasi dan dimensi-dimensinya dengan pengurusan pengetahuan. Antara dimensi kepimpinan transformasi adalah pengaruh ideal, motivasi inspirasi, merangsang secara intelek dan pertimbangan individu. Dalam kajian ini juga melihat kesan moderator iaitu struktur organisasi terhadap hubungan kepimpinan transformasi dan pengurusan pengetahuan. Selain itu, objektif kajian turut mengenalpasti perbezaan antara tahap pengurusan pengetahuan pentadbir berdasarkan tahap pendidikan dan pengalaman responden bekerja di UiTM. Seramai 255 responden dalam kajian ini yang terdiri dikalangan pentadbir Gred 41 hingga Gred 54 di UiTM Shah Alam, Perlis, Perak, Terengganu, Johor dan Sarawak. Perisian SPSS versi Windows 16 digunakan untuk menganalisis data. Ujian ‘Pearson’s Correlation’, ‘Multiple Regression’, ‘Hierarchical Multiple Regression’ dan One-way ANOVA telah dijalankan. Hasil ujian ‘Pearson’s Correlation’ mendapat terdapat hubungan dimensi-dimensi kepimpinan transformasi dengan pengurusan pengetahuan. Walau bagaimanapun, dapatan hasil dari analisis ‘Multiple Regression’ menunjukkan terdapat perhubungan pengaruh ideal dan pertimbangan individu dengan pengurusan pengetahuan. Disamping itu, faktor pengaruh ideal dan pertimbangan individu memberi kesan positif terhadap pengurusan pengetahuan. Dalam hasil analisis ‘Hierarchical Multiple Regression’ menunjukkan struktur organisasi adalah sebagai moderator di antara kepimpinan transformasi dan pengurusan pengetahuan. Hasil ujian ‘One-way ANOVA’ pula menunjukkan tahap pendidikan dan pengalaman bekerja di kalangan pentadbir tidak menunjukkan sebarang perbezaan dengan tahap pengurusan pengetahuan.

ABSTRACT

The objective of this study is to determine the relationship between transformational leadership and its dimensions and knowledge management. The dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. In this study intends to look at the moderating effect of organizational structure between transformational leadership styles and knowledge management. Furthermore, the study also to examine whether any differences in knowledge management level among administrators in UiTM based on level of education and length of services. Respondents of this study were 255 administrators of Grade 41 until Grade 54 who at UiTM Shah Alam, Perlis, Perak, Terengganu, Johor and Sarawak. Data were analyzed using SPSS version 16 Windows. The tests conducted were Pearson's Correlation, Multiple Regression, Hierarchical Regression and One-way ANOVA. The Pearson's Correlation showed that transformational leadership, as well as each of its dimensions was correlated to knowledge management. However, multiple regression tests showed that idealized influence and individualized consideration were significant with knowledge management. On the other hand, the results showed that knowledge management significantly influenced by only two dimensions; idealized influence and individualized consideration. Besides that, the hierarchical regression was found that organizational structure was moderate the relationship between transformational leadership and knowledge management. The findings of the One-way ANOVA showed that there were no significant differences in respondents' knowledge management level based on level of education and the length of services.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter outlines the background of the organization in which the research was carried out. It also introduces the concept of knowledge management, the problem statement, the research questions, the objectives of the study, the significance of the study, scope of the study, limitations faced, definition of key terms and the organization of the thesis.

1.2 Background of the Study

Knowledge is a very important resource in the chaotic economy environment while the organizations face the high competition, new technology, and globalization. Knowledge is also a very significant asset in identifying, capturing, storing, and applicable to the organizational processes that can help organizations to achieve their goals and objectives. Therefore, organizations should take the efforts in creating the new knowledge among employees that will contribute to develop organization knowledge.

A study by Drucker (1993), had convincingly stated that the classical factors of production such as land, labor and capital had been replaced by knowledge. It is supported by Bahra (2001), in year 1998 the World Bank has noted that:

‘The balance between knowledge and resources has shifted so far towards the former that knowledge has become perhaps the most important factor

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