Investigate the Role of Knowledge-Oriented Leadership in Innovation and Knowledge Management Practices

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Abstract: This study examines the role of leadership knowledge in innovation and knowledge management efforts between the current bank employees. This study is applied and is descriptive in term of methodology. Statistical society includes directors, assistants and staff in Tehran of Day Bank which were 320 individuals. Convenience sampling was used for sampling. The sample size was calculated 175 individuals according to Morgan table. To analyze demographic variables of SPSS 20 Software research and statistical analysis and data analysis, statistical Software Smart PLS 2 used. Results of the criteria examined in the study suggest that the predictive power of the model is high. This amount for the components of knowledge, application of knowledge in a very strong evaluation for varying measures of knowledge management and innovation performance variables storage medium for knowledge and knowledge transfer nearly strong evaluated. As a result, knowledge management practices on innovation performance has been impressive. Also findings show that leadership knowledge based on current management practices of banks have been influential.

Key words: Leadership, knowledge-based leadership, innovation, knowledge management, knowledge management measures

INTRODUCTION

One of the important tasks of leaders is detecting anti-motivational factors affecting individuals (Donate and de Pablo, 2015). Leaders prefer different approaches depending on the type of organization (Dessler, 2001). Knowledge based leadership also consider the nature of any KM initiative to measure the results and motivation of knowledge workers based on the nature of the KM approach. For example, transfer or sharing of knowledge may be a question implicit motivation schemes, while production and storage of knowledge when individual workers and are tangible incentives function are more effective (DeTienne et al., 2004).

In fact, knowledge-based leadership in the development of knowledge management combined transactional leadership and includes motivational and communication elements (Donate and de Pablo, 2015). Main objectives for the manager to act as the model-based knowledge is encourage learning in challenging and stimulating intellectual workers; the formal learning by providing incentives and training; foster a culture of learning to handle errors and to encourage cross-functional and their regular commitments and mechanisms of transmission, storage and to develop application of knowledge (Williams and Sullivan, 2011). To build knowledge management, knowledge-based leadership has created circumstances that caused a greater commitment to research and development activities for experiential learning and be creative. In knowledge organizations, examples and modeling to create a common sense of larger purpose to consider motivation as a source of inspiration to both managers and followers (Von Krogh et al., 2012). The semantic technologies with the aid of ontologies can represent and model leadership in heterogeneous knowledge management systems (Taheri and Shamsfard, 2011).

In addition, certain elements of incentive and rewards for these activities help to participate in the creation of appropriate conditions and development activities to share knowledge and knowledge that will lead to new ideas. There is a similar argument for the use of KM activities. In this case, knowledge-based leadership through a more interactive approach is likely to reinforce the tendency to use current knowledge (Miller et al., 2007) through the development of initiatives storage (i.e., the knowledge that the company is aware), transmission (i.e., use advantages of others and practice to integrate pieces of knowledge).

Donate and de Pablo (2015) refer enterprises to use the knowledge discovery process and productivity as leaders take advantage of the lens. In addition, leaders must necessarily best practices in enterprise knowledge management through knowledge management leadership styles, motivation, communication and human resources. (Donate and de Pablo, 2015).

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Raisch and Birkinshaw (2008) strengthen innovation to propose leadership styles. Knowledge leaders must have behaviors depending on the demand of each situation. To achieve a high level of innovation, companies must combine the exploration and exploitation of knowledge (Raisch and Birkinshaw, 2008).

Therefore, this study intends to examine the behavior of the leadership role in innovation and knowledge management practices and operations to be measured.

Research studies model: The research model based on the study (Donate and de Pablo, 2015) was done on (2015). The variables are discussed in this model. Knowledge-based leadership as the independent variable and the dependent variable is expressed as a function of innovation. Also includes four stages of knowledge management, knowledge transfer, store, the use and creation of knowledge as the dependent variable for knowledge-based leadership and innovation in this model as an independent variable for the title (Fig. 1).

History of research: Research results Donate and de Pablo (2015), shows not only the relationship between knowledge management efforts on innovation and impact but also knowledge-driven leadership style encourages and promotes the use of knowledge management practices. In this research, inferential statistics analysis has been PLS Software.

Mine examined research, innovation and knowledge management capacity as a strategic human resources have played a central role. The data collected in this study is related to Turkish companies. Finally 109 questionnaires were used to analyze the hypotheses. The results show the impact of human resource management and knowledge management capacity involved.

Maria Teresa and Alvarez examined the impact of information and communication technology on innovation and knowledge management. Statistical society of this investigation was group Zara (clothing). The results show that data, information technologies used by Zara group had a positive impact on innovation and knowledge management. In this study also investigated the knowledge management processes and ultimately determine the order of priority.

De Vries *et al.* (2010) examined communication styles as leaders of research and knowledge sharing. This research was correlation and statistical population was 279 government employees. The 6 leadership style and its relation to the sharing of knowledge among the main objectives of the research results show that a significant relationship existed.

In the study, Nikookar and co-workers, the results indicate a significant effect on improving the effectiveness of knowledge management and intellectual capital is important for all components. In the end, according to the findings, recommendations are provided Divandari and Ashena, the study of knowledge management as developing and articulating the client's private commercial banks have done. The results of this study can inform researchers in this field on the goals, challenges, mechanisms and factors influencing their choices and the consequences of knowledge management to increase customer.

Research findings Met and Ashena showed that between tribe and entrepreneurial corporate culture of knowledge management practices there is a significant positive relationship while the impact on the market and hierarchical corporate culture is negative. These findings show understand the organizational culture of the organization to give managers the ability to use knowledge management practices that fit with the corporate culture. Based on the findings of this research also provided practical suggestions to managers to organizational culture of facilitation for effective implementation of knowledge management practices in their organization.

Research hypotheses: In this study, two hypotheses in general, eight hypotheses for minor and four hypotheses have been proposed mediator who will be as follows:

Main hypothesis: Knowledge-oriented leadership have a positive impact on enterprise knowledge management practices.

Hypotheses based on the original hypothesis:
- Knowledge-oriented leadership have a positive impact on the company's knowledge
- Knowledge-oriented leadership have a positive impact on the company's knowledge transfer
- Knowledge-oriented leadership have a positive impact on the company's application of knowledge
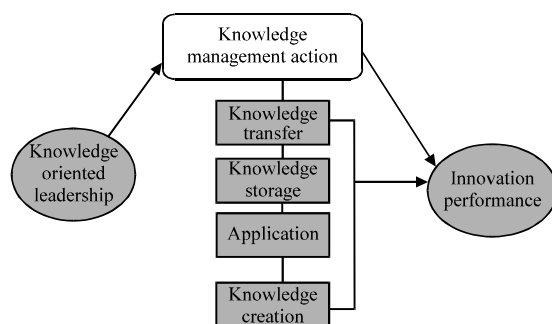- Leadership of the knowledge-oriented have a positive impact on the company's knowledge storage

Fig. 1: Research studies model

The second major hypothesis: Knowledge management practices have a positive impact on innovation performance.

The main hypothesis is based on two hypotheses:
- Actions creation has positive impact on the company's innovation performance
- Knowledge transfer activities have a positive impact on the company's innovation performance
- The application of knowledge has a positive impact on innovation performance
- Storage of knowledge has a positive impact on innovation performance

Intermediate assumptions:
- Knowledge-oriented leadership has a positive impact on innovation performance through knowledge creation
- Knowledge-oriented leadership has a positive impact on innovation performance through storage of knowledge
- Knowledge-oriented leadership has a positive impact on innovation performance through the application of knowledge
- Knowledge-oriented leadership has a positive impact on innovation performance through knowledge transfer

MATERIALS AND METHODS

This study is descriptive in term of nature and is survey in term of type. Since the results of this research can be used in practice is an applied research as well. Statistical society includes directors, assistants, staff in Tehran Day Bank and the size of individuals were 320. Morgan table used to obtain a sample size of 175 was calculated size and 170 questionnaires were collected of which only 163 valid questionnaires was the basis for calculations. Collecting data from two studies and field research library which is a standard questionnaire was used to collect data from study Donate and de Pablo (2015) extracted. The validity of the research, the divergent and convergent validity was calculated using 2 PLS Smart Software.

For measurement fitting measurement models, the convergent validity was used and as the results show that the hidden variables first: knowledge-based leadership, knowledge creation measures, storage of knowledge, the application of knowledge, transfer of knowledge and innovation performance; value of average variance extracted >0.5 indicating a good fit of the model. After convergent validity hidden variables first order, second order is the turn of hidden variables including the

knowledge management practices. But the important thing about latent variables second order and the high is about average variance extracted and the composite reliability values must be calculated manually because the software incorrectly calculated and reported in the output. So, for the second hidden variable component of knowledge management should both manually and through the formula calculation. Here the values of the average variance extracted variables related to knowledge management efforts to manually calculate that value was 0.572 which is higher than 0.5. So concurrent validity and appropriateness of model fitting measurement model is approved.

The third criterion validity study measured the fitness models that cover two topics: Comparing the correlation scores of indicators of a structural correlation with the index structure with other structures.

Comparing the correlation of a structure associated with the dials in front of the structure with other structures.

To examine the validity of the matrix used in the matrix Fornell and Larcker is expressing it that value of square root of the average variance extracted from the correlation between them is first of all the variables that measure the validity of suitable and fit models to show and finally to determine the reliability of the study, Cronbach's alpha and composite reliability were used. It should be noted that demographic variables were taken into account in calculating Cronbach' alpha.

All latent variables are measured alpha coefficients >0.7 which indicates a good fit models. Combining the reliability of more than 0.7 is desirable. Combining reliability coefficients first six latent variables; knowledge-based leadership, knowledge creation measures, storage of knowledge, the application of knowledge, transfer of knowledge, innovation performance above 0.7 and thus fit all models measure is approved. Calculated the composite reliability of latent variables second order of knowledge management is done manually whose value was 0.888, which is higher than 0.7 and in general, the composite reliability values showed strong combination of reliability for their model.

RESULTS AND DISCUSSION

The descriptive findings: Results descriptive statistics show that of the 163 participants, 66 (40.5%) were women, 97 (59.5%) were men. Also of these, 8 patients (4.9%) had a high school diploma, 2 patients (1.2%) had a high school degree, 106 (65%) had a bachelor's degree, 47 (28.8%) had a bachelor's degree or higher.

Divided into age groups shows that 87 patients (53.4%) were younger than 30 years, 49 (30.1%) aged 30-35 years, 3 individuals (1.8%) in the age group 36-40 years, 4 individuals (2.5%) in the age group 41-45 years, 19 individuals (11.7%) aged 46-50 years and 1 individual was older than 50 years, (0.6), respectively. According to the results of the fourth quarter of tables, the 163 participants and 113 (69.3%) had a history of 0-5 years, 23 individuals (14.1%) had a history of 5-10 years, 7 individuals (4.3%) had a history 10-15 years, 20 individuals (12.3%) were 15-20 years old. According to the results, 58 (35.6%) were single, 105 (64.4%) are married and of this number 99 cashiers (60.7%) and 22 experts (1305%) and 21 patients (12.9%) MA, 21 patients (12.9%) were managers.

Analytical findings

The main hypothesis of 1 (knowledge-oriented leadership has a positive impact on enterprise knowledge management practices): Using z significant factor (12.886) path between two latent variables determined and the impact of the knowledge-based leadership on knowledge management practices is positive and significant. So at 95% confidence level and according to the following table and the fact that value of t-statistic is greater than 1.96, so we can say that the main hypothesis 2 is accepted and knowledge-based company has a positive effect on knowledge management practices (Table 1).

Subsidiary hypothesis 1-1 (knowledge-oriented leadership has a positive impact on enterprise knowledge creation practices): Using Z significant factor (7.603) path between two latent variables determined and the impact of the knowledge-based leadership on knowledge creation practices is positive and significant. So at 95% confidence level and according to the following table and the fact that value of t-statistic is greater than 1.96, so we can say that the subsidiary hypothesis 1-1 is accepted and knowledge-based company has a positive effect on knowledge creation practices (Table 2).

Table 1: Results of testing the main (hy[othesis 1)

Main hypothesis 1	Route coefficient	t-statistic	Result
Knowledge-oriented leadership has a positive impact on enterprise knowledge management practices	0.706	12.886	Accepted

Table 2: Results of subsidiary hypothesis testing 1-1

Subsidiary hypothesis 1-1	Route coefficient	t-statistic	Result
Knowledge-oriented leadership has a positive impact on enterprise knowledge creation practices	0.552	7.603	Accepted

Subsidiary hypothesis 1-2 (knowledge-oriented leadership has a positive impact on enterprise knowledge transfer practices): Using Z significant factor (8.211) path between two latent variables determined and the impact of the knowledge-based leadership on knowledge transfer practices is positive and significant. So at 95% confidence level and according to the following table and the fact that value of t-statistic is greater than 1.96, so we can say that the subsidiary hypothesis 1-2 is accepted and knowledge-based company has a positive effect on knowledge transfer practices (Table 3).

Subsidiary hypothesis 1-3 (knowledge-oriented leadership has a positive impact on enterprise knowledge application practices): Using Z significant factor (9.143) path between two latent variables determined and the impact of the knowledge-based leadership on knowledge application practices is positive and significant. So at 95% confidence level and according to the following table and the fact that value of t-statistic is greater than 1.96, so we can say that the subsidiary hypothesis 1-3 is accepted and knowledge-based company has a positive effect on knowledge application practices (Table 4).

Subsidiary hypothesis 1-4 (knowledge-oriented leadership has a positive impact on enterprise knowledge storage practices): Using Z significant factor (7.356) path between two latent variables determined and the impact of the knowledge-based leadership on knowledge storage practices is positive and significant. So at 95% confidence level and according to the following table and the fact that value of t-statistic is greater than 1.96, so we can say that the subsidiary hypothesis 2-4 is accepted and knowledge-based company has a positive effect on knowledge storage practices (Table 5).

Table 3: Results of subsidiary hypothesis testing 1-2

Subsidiary hypothesis 1-2	Route coefficient	t-statistic	Result
Knowledge-oriented leadership has a positive impact on enterprise knowledge transfer practices	0.616	8.211	Accepted

Table 4: Subsidiary hypothesis test results 1-3

Subsidiary hypothesis 1-3	Route coefficient	t-statistic	Result
Knowledge-oriented leadership has a positive impact on enterprise knowledge application practices	0.619	9.143	Accepted

Table 5: Subsidiary hypothesis test results 1-4

Subsidiary hypothesis 1-4	Route coefficient	t-statistic	Result
Knowledge-oriented leadership has a positive impact on enterprise knowledge storage practices	0.522	7.356	Accepted

Main hypothesis 2 (knowledge management actions has a positive impact on enterprise innovation performance): Using Z significant factor (5.598) path between two latent variables determined and the impact of knowledge management actions on innovation performance is positive and significant. So at 95% confidence level and according to the following table and the fact that value of t-statistic is greater than 1.96, so we can say that the main hypothesis 2 is accepted and knowledge management actions has a positive impact on enterprise innovation performance (Table 6).

Subsidiary hypothesis 1-2 (knowledge creation actions has a positive impact on enterprise innovation performance): Using Z significant factor (1.223) path between two latent variables determined and the impact of knowledge creation actions on innovation performance is not positive and significant. Value of t-statistic is lower than 1.96, so we can say that the subsidiary hypothesis 1-1 is denied and knowledge creation actions has not a positive impact on enterprise innovation performance (Table 7).

Subsidiary hypothesis 2-2 (knowledge transfer actions has a positive impact on enterprise innovation performance): Using Z significant factor (1.146) path between two latent variables determined and the impact of knowledge transfer actions on innovation performance is not positive and significant. Value of t-statistic is lower than 1.96, so we can say that the subsidiary hypothesis 1-2 is denied and knowledge transfer actions has not a positive impact on enterprise innovation performance (Table 8).

Subsidiary hypothesis 2-3 (knowledge application actions has a positive impact on enterprise innovation performance): Using Z significant factor (0.677) path between two latent variables determined and the impact of knowledge application actions on innovation performance is not positive and significant. Value of t-statistic is lower than 1.96, so we can say that the subsidiary hypothesis 1-3 is denied and knowledge application actions has not a positive impact on enterprise innovation performance (Table 9).

Subsidiary hypothesis 2-4 (knowledge storage actions has a positive impact on enterprise innovation performance): Using Z significant factor (1.846) path between two latent variables determined and the impact of knowledge storage actions on innovation performance is not positive and significant. Value of t-statistic is lower than 1.96, so we can say that the subsidiary hypothesis 1-4 is denied and knowledge storage actions has not a positive impact on enterprise innovation performance (Table 10).

Mediator hypothesis 1 (leadership based on knowledge through knowledge transfer has a positive effect on innovation performance): Two coefficient 0.616 and 0.164 show the variable indirect knowledge-based leadership and knowledge transfer through the intermediary of 10.1% (0.616×0.164) variable influence on innovation performance. Also the results 1-1 and 2-2 subsidiary assumptions that led to the transfer of knowledge-based companies and a significant positive impact on innovation performance but the company does not affect the transfer of knowledge. So, we can say that H_1 is rejected and leadership knowledge through knowledge transfer does not affect the performance of innovation (Table 11). (0.243×0.522) variable influence on innovation performance. Also the results showed that the leadership of the knowledge-based Subsidiary hypothesis 1-4 and 2-4 on knowledge accumulation and storage company has

Table 6: The second main hypothesis test results

Subsidiary hypothesis	Route coefficient	t-statistic	Result
Knowledge management actions has a positive impact on enterprise innovation performance	0.518	5.598	Accepted

Table 7: Subsidiary hypothesis test results1-2

Subsidiary hypothesis 1-2	Route coefficient	t-statistic	Result
Knowledge management actions has a positive impact on enterprise innovation performance	0.147	1.223	Denied

Table 8: subsidiary hypothesis test results2-2

Subsidiary hypothesis 2-2	Route coefficient	t-statistic	Result
Knowledge management actions has a positive impact on enterprise innovation performance	0.164	1.146	Denied

Table 9: Results subsidiary hypothesis 2-3

Subsidiary hypothesis 2-3	Route coefficient	t-statistic	Result
Knowledge management actions has a positive impact on enterprise innovation performance	0.084	0.667	Denied

Table 10: The results of subsidiary hypothesis tests 2-4

Subsidiary hypothesis 2-4	Route coefficient	t-statistic	Result
Knowledge management actions has a positive impact on enterprise innovation performance	0.243	1.846	Denied

Table 11: Test results the mediation hypothesis 1

	Route coefficient		t-statistic		
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Mediation hypothesis 1	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Result
Leadership based on knowledge through knowledge transfer has a positive effect on innovation performance	0.616	0.164	8.211	1.146	Denied

Table 12: Test results the mediation hypothesis 2

	Route coefficient		t-statistic		
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Mediation hypothesis 1	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Result
Leadership based on knowledge through knowledge transfer has a positive effect on innovation performance	0.522	0.243	7.356	1.846	Denied

Table 13: Test results the mediation hypothesis 3

	Route coefficient		t-statistic		
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Mediation hypothesis 1	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Result
Leadership based on knowledge through knowledge transfer has a positive effect on innovation performance	0.619	0.084	9.143	0.677	Denied

Table 14: Test results the mediation hypothesis 4

	Route coefficient		t-statistic		
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Mediation hypothesis 1	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Knowledge based leadership on knowledge transfer	Knowledge transfer on innovation performance	Result
Leadership based on knowledge through knowledge transfer has a positive effect on innovation performance	0.552	0.147	7.603	1.223	Denied

Mediator hypothesis 2 (knowledge based leadership through knowledge storage has a positive effect on innovation performance): Two coefficient 0.522 and 0.243 show the variable knowledge-based leadership indirectly through intermediate storage of knowledge to the 12.7% a significant positive impact on innovation performance company had no knowledge. So we can say, H_2 is denied and knowledge-based leadership through innovation performance has no effect on stored knowledge (Table 12).

Mediator hypothesis 3 (knowledge based leadership through the use of knowledge has a positive effect on innovation performance): Two coefficient 0.084 and 0.619 show the variable indirectly leadership based on knowledge and application of knowledge through the intermediary of 5.2% (0.084×0.619) variable influence on innovation performance. So we can say, hypothesis 1-3 is rejected and leadership knowledge through the use of knowledge on innovation performance has no effect (Table 13).

Mediator hypothesis 4 (knowledge based leadership through knowledge creation has a positive effect on innovation performance): Two coefficient 0.552 and 0.147 show the variable indirectly leadership based on knowledge and knowledge creation through the intermediary of 8.1% (0.552×0.147) variable influences on innovation performance. So we can say, H4 is denied through knowledge creation and knowledge-based leader in innovation performance has no effect (Table 14).

CONCLUSION

According to the main hypothesis of the research, knowledge-based leadership on knowledge management practices have been influential. The 70.6% of the knowledge-based knowledge management leadership explained. Knowledge-based leadership have a positive impact on the bank's measures of knowledge creation. According to the results, 55.2% of the variance of the knowledge-based leadership knowledge in order to define its place. So bank managers can consider the results of

this hypothesis, bank managers can approach using lead-based knowledge and new findings and new knowledge to help the banks.

The results of subsidiary hypothesis 1-2 shows, knowledge-based leadership has a positive impact on the knowledge transfer in the bank. It should be noted According to the results, 61.6% of the values-based leadership knowledge transfer of knowledge in order to define its place. So bank managers can consider the results of this hypothesis, by applying knowledge-based leadership directly affect bank transfer corporate knowledge and manage it.

Results subsidiary hypothesis 1-3 shows that a knowledge-based leadership in the application of knowledge to be effective in the bank. Also, 61.9% of the application of knowledge in the banks has been affected by lead-based knowledge. Given the importance of strengthening management and leadership knowledge-based knowledge can provide the entire set of partners and banks, up the whole staff of the bank will be able to use it, promote organizational growth and provide higher efficiency.

Results subsidiary hypothesis 1-4 showed, knowledge-based leadership was not effective in storage knowledge in banking in this study. Storage of knowledge in the bank is one of the main challenges that bank managers at the bank of knowledge resources easily wasted and therefore are searching for the best way to save it. Knowledge-based leadership will have a positive impact on storage knowledge and 52.2% of the change in the bank account of the variable storage. The main hypothesis of the study was to compare the results and assumptions Subsidiary 1-1, 1-2, 1-3, 1-4 and Donate and de Pablo (2015) research shows the same results and hypotheses have been approved.

The results indicated that the main theory has shown that the first assumption is approved. Therefore, knowledge management practices variable changes explain innovation performance and innovation performance, according to 51.8% of change depends on knowledge management practices and the affected. According to the results subsidiary hypothesis 2-1, derived from the study subsidiary hypothesis we can say that this hypothesis is not confirmed, based on the results we're probably very strong commitment, equipment and technology used in the creation of knowledge alone does not affect the performance of innovation. Compare the results of the study subsidiary hypothesis 2-1 and Donate and de Pablo (2015) research show that the results are not in line. Results hypotheses second hypothesis

(2-4) shows that each of the elements examined the transfer of knowledge, application of knowledge and innovation performance storage knowledge alone is not effective. So these hypothesis in this study was rejected. Compare the results of the study Subsidiary hypothesis and research results Donate and de Pablo (2015) show that results are in line and also compare the results 2-2 subsidiary hypothesis that the results are not in line and finally compare the results of mediation 4, 3, 2, 1 and research hypotheses Donate and de Pablo (2015) show that the results are not in line.

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