

## “The Role of Leadership Styles in Knowledge Management Practices”

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### Abstract:

The study aimed at identifying the role of leadership styles (Transformational, Transactional) in practicing the knowledge management processes among the employees of the Companies based on the expansion of Al-Masjid Al-Nabawi in Madinah. To achieve the objectives of the study, the questionnaire was developed to collect the necessary data based on the previous studies as well as the descriptive analytical approach was used. The study population consisted of all the employees with senior management positions (general manager, assistants, and deputy), the middle and the first manager (director of department & head of division) in the three companies, which numbered (382) employees. The researcher used SPSS in obtaining the results by following several tests such as multiple linear regression and cronbach's alpha tests to ensure the stability of the test as well as the factor analysis test. The study has several findings, the most important of them are the level of practicing the leadership styles among the leaders, by members of the Companies based on the expansion of Al-Masjid Al-Nabawi in Madinah, was generally moderate. Also, the transformational leadership style was the most available among other leadership styles by 69.45%, followed by the transactional style by 66.38%. the second result is the degree of applying knowledge management processes in the tree Companies was high with a relative weight of 68.35%.

### Introduction:

With the preface of the resource-based think of the firm, both modern management theorists and practitioners view knowledge management (KM) as a strategy to create possible competitive advantages (Mueller, 2013).

Knowledge Management incorporates a methodology that comprises of a progression of practices, frameworks, arrangements and rules which empower the creation, sharing and utilization of information so as to accomplish development and congruity of hierarchical execution (Cabrera, 2005). Despite the fact that the significance and utilization of Knowledge Management for associations are developing quick, late reports, for example, Bain's Management Tools and Trends 2011 show low fulfillment rate among chiefs comparable to both the utilization Knowledge Management as a key apparatus and the aftereffects of its application (Rigby and Bilodeau, 2011). In this manner, it is advantageous to address about why such KM activities fall flat and what components decide the accomplishment of KM activities .

Numerous researchers and specialists (De Long and Fahey, 2000; Gupta and Govindarajan, 2000) have contended that the Information Technology segment (which is the KM arrangement) of the KM activities embraced by a firm should be supplemented by a lot of hierarchical instruments which support and advance the utilization of authoritative information. Right now, heaps of studies recognize the significance of authority conduct in accomplishing the normal outcomes from KM activities (Bryant, 2003; Connelly and Kelloway, 2003; Lin and Lee, 2004; Nguyen and Mohamad, 2011; Yang, 2007; Yang et al., 2010; Li et al., 2013 .)

Researchers contend that a unique cooperation among pioneers and information laborers (KWs) is significant for empowering and invigorating the KWs towards KM forms as a pioneer can influence the activities of supporters (KW). Further, past examinations have yielded intriguing and valuable proof to remain by that authority conduct as an essential for fruitful KM activities (Politis, 2017; Tse and Mitchell, 2010; Li et al., 2013) where initiative is commonly characterized as persuasive procedures influencing the activities of supporters (KW) and the selection of goals for the gathering or association (Yukl, 1981). Increasingly fundamental, with regards to KM authority gives dynamic methods (strong condition) that will cultivate, support, or even interest the KM results from adherents Leadership has been seen as associated with various variables that upgrade KM execution (Bryant, 2003; Connelly and Kelloway, 2003; Lin and Lee, 2004; Yang, 2007, Yang et al., 2010; Nguyen and Mohamad, 2011; Li et al., 2013.)

So also, their investigations show the job that authority practices fill in as an essential for effective KM activities (Politis, 2017; Tse and Mitchell, 2010; Li et al., 2013). In information associations, pioneers are increasingly answerable for learning both among people just as at the degree of the association (Anantatmula, 2017 .)

Scharmer (2010) says that pioneers must have the option to see the developing open doors before they become show in the commercial center and pioneers assume a critical job in building and keeping up a hierarchical culture of learning. They explicitly gather that pioneers must append a high incentive to information, support scrutinizing the norm and analyze and enable all individuals from the association by building up a mutual vision, giving assets, designating authority, commending achievement and in particular by empowering the learning procedure. In general, interior initiative takes a significant part in KM forms by making a powerful association among pioneers and KWs that supports and stimulates the KWs to take part in KM forms .

There are two significant manners by which pioneers may impact KM conduct among workers (Politis, 2017; Viitala, 2004; Lakshman, 2007): the pioneer's own acknowledgment of the significance of KM to the presentation of the association is instrumental in the foundation of both innovative and socio-psychological courses for overseeing information in the association (Lakshman, 2007) and pioneers inspiring, urging and empowering supporters to be occupied with KM exercises .

Significant administration practices identify with connecting KM with remunerations, keeping up e viable relational connections, building up a learning society, developing trust, being a good example and determining singular KM prerequisites (Viitala, 2004). Pioneers are associated with setting up the suitable authoritative setting by consolidating both mechanical and non-innovative prerequisites to give the necessary course to KWs and rouse KWs to participate in KM exercises through explicit pioneer practices.

### 1.1 Background of the topic

#### Transformational and Transactional Leadership

Leadership represents an important element in the organizational success, as it stimulates goal achievement, innovation diffusion and guides individual employees and groups through organizational changes (Aarons, 2006). According to Jung, Chow & Wu (2003), leadership, in particular, is regarded as one of the most supreme factors affecting employee's creativity and innovative performance. Riaz (2009) (as cited in Khan, Aslam & Riaz, 2012) investigated the role of leadership style in the prediction of decision making, and the results indicated that particularly transformational and transactional leaders were the most effective decision-makers. Therefore, it is not surprising that transformational and transactional leadership styles continue to remain prevailing theory in the field of leadership.

As a pioneer of transformational and transactional leadership terminology, James Burns (1978) has derived both concepts in his analytical-observational study of different political leaders' biographies. The study was based on analysis of personal leader's characteristics and behavior in the context of different situations (i.e. Contingency Theory of Leadership) (Simić, 1998). Original definition by Burns (1978) describes transformational leadership as a "process in which leaders and followers raise one another to higher levels of morality and motivation" (Burns, 1987, p.20), while transactional leadership "occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things. "(Burns, 1987, p.19). In other words, transactional leadership is based on contractual obligations of an individual in exchange for instrumental rewards (such as financial payment), and constant monitoring of performance in terms of compliance with organizational standards (Bodla & Nawaz, 2010; Odumeru & Ifeanyi, 2013), whereas transformational leadership involves proactive behavior of a leader that focuses on collective interests and inspiration of followers to achieve more than it is initially expected (Bodla & Nawaz, 2010; Kroes, 2015).

#### Knowledge management

Lioria and Luzon (2008) said KM is hard to characterize. Embracing an alternate way to deal with that of Lioria and Luzon (2008), a few scientists accept that characterizing what is comprehended by KM might be to some degree more straightforward than characterizing information all alone (Nonaka and Takeuchi, 1995; Zack, 1999; King, 2008). The administration thought is " gives a beginning stage while considering, for instance, the exercises that make it up, clarifying the procedures of creation and move or demonstrating its fundamental objectives and destinations no compelling reason to characterize what is comprehended by information. Despite the fact that KM is characterized in a wide scope of routes in the writing (Quintas et al., 1997; Wiig, 1997; Davenport et al., 1998), the presence of basic components in every one of the definitions permits a nonexclusive meaning of KM as the arrangement of business strategies and activities attempted to support the making of information, its exchange to every firm part and its consequent application, every last bit of it to accomplish unmistakable abilities which can give the organization a long haul upper hand. The fundamental objective of KM is, in this manner, synchronous improvement of authoritative execution and seriousness that can give a feasible upper hand which is significant, uncommon and hard for contenders to mimic and place the firm in a place of initiative inside its segment (Alavi et al., 2005).

Further, KM is a formal, coordinated procedure of figuring out what data an organization has that could profit others and afterward contriving ways making it effectively accessible to all concerned (Liss, 1999). Hence, the means right now how information is made, caught, assessed, washed down, put away, gave, and utilized (Mueller, 2013). Furthermore, the

embodiment of KM is to give procedures to get the correct information to the ideal individuals at the ideal time and in the correct organization (Cabrera and Cabrera, 2005.)

#### Saudi Binladin Group (SBG )

It is a worldwide development combination and is headquartered in Jeddah, Saudi Arabia. Saudi Binladin Group was during 2011 marked to a US\$1.23 billion authoritative consent to develop the tallest structure on the planet, Jeddah Tower in Jeddah, and furthermore, are bound to a US\$3.4 billion consent to build the Doha Metro situated at Doha.[1] The aggregate includes an expected 537 organizations .

The SBG was established in 1931 by Sheik Mohammed container Laden Sayyid, whose association with the nation's organizer, Abdel Aziz al Saud, prompted significant government agreements, for example, repairing the mosques at Mecca and Medina .

In 1964, Mohammed canister Laden was appointed to take a shot at the third Holy asylum of Islam, recladding the Dome of the Rock in Jerusalem After the passing of Sheik Mohammed in 1967, the gathering was going by Mohammed Bahareth, sibling of Mohammed's first spouse and uncle of his most established kids. In 1972, Salem receptacle Laden, the oldest child of Mohammed container Laden, took over as his dad's successor, with the help of a few siblings. Upon Salem's demise in a plane accident in 1988, the initiative of the gathering went to one of Salem's siblings, Bakr, the present director, alongside thirteen different siblings who make up the leading body of the container Laden gathering, the most significant of these being Hassan, Yeslam and Yehia .

The Group thought about a first sale of stock in 2011 yet declined to do as such because of a mix of low oil costs, a frail securities exchange, and bureaucratic obstructions .

In April 2018, Bakr canister Laden, just as his siblings Saleh and Saad, moved their 36.2% stake in the Saudi Binladin Group to the Istidama Holding Company, which is possessed by the Ministry of Finance. The administration of Saudi Arabia consequently settled a five-man advisory group to run the Binladen Group, which incorporates Abdulrehman Al-Harkan, Khaled Nahas, Khalid al-Khowaiter. Reuters depicted the possession move as a utilitarian nationalization, with al-Harkan, the panel's administrator, answering to Finance Minister Mohammed Al-Jadaan al-Karkan therefore arranged a 11-billion-riyal advance from the Ministry of Finance .

#### Dar Al-Handasah

It is universal venture structure, the executives and supervision consultancy and establishing individual from the Dar Group. It is a multidisciplinary counseling association for design, building, arranging, condition, venture the board and financial matters. Dar Al Handasah has served more than 950 distinct customers in 63 nations with a staff of 6900 working from 45 workplaces in the Middle East, Africa, Asia and Europe with five structure focuses in Beirut, Cairo, London, Pune and Amman .

Dar Al-Handasah was built up in November 1956, and at first given an Arabic name Dar Al-Handasah which implies in Arabic "the place of designing". It was established by four teachers in Engineering from the American University of Beirut (AUB) Engineering School.

#### Development Authority of Madinah Region

Royal Decree No. (A/3) dated 11/1/1431 H issued a decree establishing a body called "Development Authority of Madinah Region" under the chairmanship of Prince of Madinah Region, and the membership of the Ministers of Finance, Hajj and Secretary of Madinah Region, the tasks referred to in item (ii) of Royal Order No. (A / 204) dated 10/12 / 1424H and Order No. / 1043 / M and dated 25/1 / 1428H regarding Medina :

- Termination of expropriation procedures and payment of compensation for expropriated properties within development areas.
- Implementation of the development plan for the central area and includes the implementation of approved projects and the issuance of licenses for residential and commercial buildings.
- Develop comprehensive plans for the development of Medina for a period of not less than twenty years.
- Responsibility for all development affairs in Medina

## 1.2 The problem statements.

While a few examinations have distinguished the significance of transformational and value-based administration to KM (Politis, 2017; Bryant, 2003; Crawford, 2005), a superior comprehension of how these transformational and value-based practices bring about an expanded affinity for KM stayed unattended. These linkages should be better hypothetically comprehended and exactly tried. This paper looks to break down how the particular elements of transformational and value-based administration can impact KWs straightforwardly and by implication to connect with explicit exercises that support the KM forms .

Notwithstanding the immediate impacts of transformational and value-based initiative on successful KM have been all around archived, the genuine systems on how transformational and value-based administration practices impact KM exercises are not unreasonably very much clarified (Politis, 2017; Yang, 2007). A few specialists have endeavored to recognize the intervening factors that transformational initiative may impact to create a backhanded impact on KM. For example, Tse and Mitchell (2010) proposed a calculated model where transformational administration may impact liberality and the nature of pioneer part trades. This model guessed that there would be a worldwide, immediate and circuitous impact of transformational initiative on KM. Jung et al. (2003) tried an intercession model foreseeing authoritative development which impacted subordinate strengthening and an advancement supporting hierarchical atmosphere. These investigations consider transformational initiative at a worldwide level instead of separating between explicit transformational practices. Bass (1985) characterizes four transformational administration practices: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration; and two value-based initiative practices: Contingent Reward and Management by Exception.

## 1.3 Research question

This way, the major research question that the thesis will address is formulated as follows: What is The Impact of Transformational and Transactional Leadership on Knowledge Management?

## 1.4 The objective of the study

The fundamental motivation behind this examination is to investigate Transformational and Transactional Leadership required for drawing in KWs with KM forms. Along these lines, this investigation will significant from various perspectives .

- It will add to the progression of the information on the relationship between KM achievement and authority styles, making hypothetical and exact augmentations to the present hypothesis of initiative and KM relationship while taking part in the powerful administration of information in associations .
- Addresses the worries of the researchers (Politis, 2017; Yang, 2015) who are exceptionally keen on understanding the conditions in which initiative practices are most likely to support and energize KWs towards KM forms .
- Attempt thinks about two fundamental initiative speculations, transformational and value-based so as to infer the proper practices together with their separate consequences for KWs for effective KM where no investigation has tended to this worry up until now.

## 1.5 The scope of the study.

- This study focuses on The Impact of Transformational and Transactional Leadership on Knowledge Management. For three firms, they are of significant importance, (Saudi Binladin Group (SBG), Dar Al-Handasah, Development Authority of Madinah Region)
- Environment analysis has been carried to these three firms and Case studies on the Leadership (Transformational and Transactional) and Knowledge Management.
- The study will be conducted in 2019-2020.
- The study will be conduct at the first administrative level in these institutions

## 1.6 The relevance of the study.

### Scientific importance

- The study is looking forward to the desired administrative development, especially because of the poverty of the Arab library in particular for this type of studies. As far as the researcher is aware of the few published studies dealing with) Transformational, Transactional Leadership) and knowledge management and the relationship between them.
- To institutionalize the concept of knowledge management and identify (Transformational and Transactional Leadership) to enhance the practices and results of its operations, which is reflected in improving the performance and excellence of organizations.

### Practical importance

- The construction sector occupies an important position in moving the economy and sustainable development, in accordance with the vision of the Kingdom 2030.
- These companies were selected for the field of their workers in a holy place for millions of Muslims, and for the importance of the place that gives importance to these institutions working on the expansion project of the Al-Masjid Al-Nabawi in Madinah.
- This study is expecting to provide advice to the decision-makers in the three companies (Saudi Binladin Group (SBG), Dar Al-Handasah, Development Authority of Madinah Region) towards developing mechanisms and taking the necessary measures to enhance the various knowledge management processes that help improve the quality of services provided.
- The study is also important in the field of application, as it will be applied to the employees of the relevant companies represent a fundamental pillar of the renaissance of the homeland in addition to that knowledge information and good management are one of its most important tools in promoting an environment conducive to development.
- We hope that this study is a source for researchers and those interested in the subject of knowledge management and leadership as well as a point the researchers began to conduct further research on these important topics.

## Chapter 2: Literature Review:

Politis (2017) examine the connection between various authority style measurements and various information securing characteristics, by Using the overview, the examination targets 227 Person who are take part in information procurement exercises. The examination demonstrates that authority styles like (transformational and value-based initiative) that include human association and empower participative decision-making forms are decidedly identified with the abilities and qualities that are basic for information the board.

Another examination analyzed the shared effect between transformational administration and information the executives and the formation of significant worth for human capital. Birasnav, et al. (2011) directed an orderly survey of the writing from customary and contemporary hypothetical and experimental research concentrates to help the interrelationship between transformational initiative, information the board, and human capital. transformational authority and KM with the advantages of human capital. The examination found that transformational pioneers can possibly impact their workers' impression of the advantages of human capital. They likewise have the best potential to build these advantages by including them in the information the board procedure, making a hierarchical culture, and empowering correspondence between workers.

Right now, Micić. (2015), tended to the hypothetical part of administration styles right now, phase of information the executives and the job of the pioneer in the information the board procedure. The examination indicated that each stage needs an alternate methodology, hence, the job of the pioneer is unique and the style of initiative is adjusted to each stage at the same time.

Ribière and Sitar (2003) study depended on the graphic explanatory strategy, where the poll was utilized as an instrument for the examination of data, their investigation tends to the basic job initiative plays in the usage and assistance of information the executives exercises. They have concurred with different examinations; Leadership is especially significant for associations ready to 'advance' their way of life to an information supporting society.

Birasnav (2014) extensively affirmed the positive effect and solid connection between various authority styles from one perspective and information the board and authoritative presentation, then again, the investigation depended on the



unmistakable scientific methodology and utilized the surveys as an instrument to gather data from human asset supervisors and head supervisors working in 119 help firms.

Right now (2005) uncovers that the connection between information the board and successful hierarchical administration isn't simply hypothetically, in any case, actually, exactly demonstrated. This examination has appropriateness any pioneer, or desiring pioneer, in a hierarchical setting trying to improve their capacities. In light of the elucidating explanatory methodology, 1,046 representatives were approached to finish the poll, which comprises of inquiries concerning their administration capacities, hierarchical area and information the executive's practices.

The investigation analyzed the middle job of authoritative culture between administration styles and information the board, where the aftereffects of this examination give convincing proof on the side of the directing job of hierarchical culture on the connection between value-based initiative and KM.

Nguyen and Mohamed (2011) bolster different investigations by their examination that there is a positive connection between the variables, which depended on the illustrative and logical methodology, where the survey was utilized to gather data.

Singh (2008) applied his investigation to the organization working in the product programming area in India which tended to "The job of initiative in information the executives". Singh (2008) followed the diagnostic engaging methodology where the examination included the assortment of quantitative information on authority styles and information the executives rehearses by utilizing two psychometric instruments, to be specific authoritative administration poll and information the executive's appraisal apparatus. For a product firm in India who had at least one year of working involvement with the association. The information which were gathered experienced measurable treatment to acquire the outcomes for the expressed goals of the examination.

The paper presumed that order just as steady styles of initiative to be essentially and adversely connected with the craft of information the executives rehearses.

Moreover, donate et al. (2015) investigate connections between information the executives rehearse, authoritative administration, and development. They found that information the executives rehearses intercede the impact of information arranged initiative on development execution. This examination applied to innovative firms from Spain where examiner intended to gather the data.

Bryant (2003) explores the job of Transformational and Transactional Leadership in Creating, Sharing and Exploiting Organizational Knowledge, and for that, he utilized the Multifactor Leadership Questionnaire (MLQ), Questioner. The paper infers that Leaders can make their associations increasingly compelling and make an upper hand by purposefully overseeing information.

Then again, Lee et al. (2010) point in their paper to see how pioneers can cultivate the sharing of information inside their groups. This examination was applied to groups in the building branch of an enormous Australian car organization, So Survey polls were sent to 34 item improvement groups, involving 34 group pioneers and 269 colleagues, welcoming them to take an interest in the investigation.

Both the measurable examinations and subjective information show that by playing out the information manufacturer job well, pioneers upgrade group information sharing.

Hayat, Nikakhlag, and Dehghani, (2015) study the job of authority styles in information the board forms, they utilize the graphic correlative. The factual populace comprised of 484 college workers, from whom 214 were chosen arbitrarily utilizing Morgan table. Information were gathered through the Multifactor Leadership Questionnaire and Knowledge Management Questionnaire. The examination reasoned that the outcomes indicated that the effect of transformational authority and value-based initiative on information the executives were huge.

Fullan, (2010) study is in concurrence with past examinations, where it affirmed the positive effect of initiative in information the executive's practices, creation, and sharing. The examination depended on the expressive systematic strategy, where structures were dispersed to the principals and instructors.

Budin and Wafa (2015) infer that there is a connection between the way of life and initiative style inclination, specifically Malay-Brunei, Bajau and Kadazan-Dusun. A poll was controlled for information assortment with an example of 219 workers from both the general population and the private divisions.

Masa'deh, Obeidat, and Tarhini, (2016) in their observational examination contended a portion of the consequences of past investigations, for example, Raman and Rajan (2014), where their discoveries indicated that there is no impact of transformational authority on the information sharing "one of the procedures of information the executives". However, they

concur with different examinations that have underscored value-based authority affected information sharing. In their investigation, the analysts depended on an experimental technique, where the information gathered from 179 workers at the higher committee of youth in Jordan were observationally tried utilizing auxiliary condition demonstrating. Li Yueh, et al. (2010), contemplated the impacts of administration styles on information-based client relationship the board.

The example for this examination was chosen from worldwide vacationer inns situated in the center piece of Taiwan (essentially Taichung City and Taichung County).

A sum of 300 overviews were sent to these lodgings, from which 146 were returned, and 135 were seen as substantial for a usable reaction pace of 45%. the factual bundle "SPSS" was utilized to figure the illustrative measurements. The aftereffects of this investigation indicated that there is a decent connection among transformational and value-based administration with information the board.

The investigation of Bejan, Clair and, Sally (2013) tended to with Leadership and information the board in UK ICT associations found by a quantitative overview of 111 essential information chiefs from ICT associations in the UK, that when essential information supervisors inside associations tack over the Transformational and Transactional administration styles, there is an eminent increment in information the board movement.

Politis, (2002) in his examination to explore the connection between the parts of administration, he upset a study of 239 on self-managing representatives who are, or have been, engaged with information obtaining exercises was set up to discussion the association between the segments of initiative identified with Bass' model, assortment of information securing characteristics and execution. In spite of the fact that outcomes indicated that a portion of the transformational authority measurements can devotees' information obtaining, transformational administration isn't a pre-present condition for accomplishing the necessary execution of self-managing groups.

Vries, and Oostenveld, (2010), shrouded in their examination the relations of pioneer's correspondence styles with authority styles, they contend that initiative isn't a pre-present condition for accomplishing the necessary execution of self-managing groups.

In their investigation, an overview was led among 279 workers of an administrative association. The investigation depended on the spellbinding expository strategy. For this reason, a poll was arranged and circulated to an example of 1,200 members from the open s Riaz & Khalili (2014), Their study examined the intermediate role of knowledge management between leadership styles (transformational and reciprocal leadership) and decision-making. The study relied on the descriptive-analytical method. For this purpose, a questionnaire was prepared and distributed to a sample of 1,200 participants from the public sector. As the study predicts, the study was consistent with previous studies on the positive role of knowledge management on leadership patterns and improving the ability of leadership to make decisions.

### Chapter 3: Methodology and Data:

#### 3.1. Type of study:

I will use the quantitative method for this study. The quantitative method allowed to employ a questionnaire and to explore participants' experiences, perspectives, and values. Dalton (2013) and Wall (2013), posited that a researcher employs a qualitative method to seek the perspectives and viewpoints of participants' lived experiences. So, I will use this methodology to find out the role of leadership styles in reinforcing knowledge management practices in the construction sector. Where I chose three companies -Saudi Binladin Group, Dar Al-Handasah, & Development Authority of Madinah Region- from the companies working on the expansion of Al-Masjid Al-Nabawi in Madinah. These companies are among the top three companies in the construction sector.

#### 3.2. The Study Model:

**The Independent variables:** leadership styles (transformational, and Transactional) were chosen as the latest leadership theories.

**The dependent variable:** Knowledge management processes (knowledge acquisition, knowledge storage, knowledge distribution, application of knowledge).



## Leadership

Leaders are the ones who is able to influence others and who possess managerial authority, while leadership is the ability to influence a group toward the achievement of goals.

Leaders are the one who directs, oversees, communicates and motivates the most valuable resource of an organization that is the human resource.

### Transformational Leadership

Transformational leadership is a form of leadership that focused on the leader's higher level of personal commitment and trait to his or her followers and greater capacity of the organization to accomplish the organization's goals through high performance (Avolio, 1999; Bass, 1998).

According to Avolio and Bass, transformational leadership is accomplished through four significant characteristics, these are idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration described as follows (Avolio, 1999; Bass, 1998):

- **Idealized Influence (Charisma):** It symbolizes the devotees valuing their pioneers and building certainty with ability in the pioneers, which frames the reason for tolerating radical change in the association. Regarding being transformational pioneers, they ought to be good examples for their devotees and the pioneers are regarded, trusted and respected. The pioneers who have glorified impact can be valued, trusted, respected, regarded by their adherents and they remember them and attempt to imitate them. This sort of pioneers can embody the good examples to their representatives by doing "the correct things", exhibiting elevated expectations of moral and good lead. They don't attempt to achieve individual interests by utilizing their capacities and position; be that as it may, they urge their supporters to utilize their possibilities and to accomplish the associations' objectives. They convey supporters with a dream and a feeling of mission. They are profoundly regarded by their representatives who for the most part place a lot of trust in them.
- **Inspirational Motivation:** It is the ability of transformational authority, which qualifies a pioneer as a figure, which moves and spurs the devotees to proper conduct. As it were, the way transformational pioneers act moves and persuades subordinates around them by offering importance and challenge to their devotees' work.
- **Intellectual Stimulation:** Transformational pioneers propel the endeavors of their supporters to get inventive and imaginative by reframing issues, addressing presumptions, and moving toward old circumstances in new manners. Consequently, there is a likelihood to get inventive and new thoughts for settling issues from supporters.
- **Individualized Consideration:** This kind of pioneer underpins adherents to develop through close to home difficulties by utilizing assignment. This style includes giving uncommon consideration to every individual adherent's acknowledgment and commendation for their presentation, for example, for self-awareness and accomplishment. That is the motivation behind why supporters frequently accept transformational pioneers as guides and mentors. As guides and mentors, the pioneers consistently attempt to assist singular devotees with getting completely realized.

### Transactional Leadership:

The value-based administration model which has advanced by (Bass, 1998) formed together with four segments: unexpected prize, dynamic administration by special case, aloof administration by exemption and free enterprise initiative. Right now, will focus on the initial three parts as it were. Along these lines, I will combine the last two segments in a single variable as depicted beneath:

• **Contingent Reward:** This alludes to pioneers who did a trade procedure with adherents regarding defining objectives, fulfilling, and giving guidance and backing for a specific degree of execution. With this sort of administration, the pioneers for the most part attempt to get from devotees utilizing as the motivation and unforeseen awards in return for their presentation in meeting settled upon objectives (i.e., task achievement). Adherents comply with the settled upon trade understandings through unforeseen fortification procedures. Consequently, the pioneers who use value-based unexpected prizes are anticipated to affect supporters' activity execution and dispositions and on group execution through compelling trade forms.

• **Active-Management-by-Exception:** This alludes to administration which screens the exhibition of representatives and afterward makes restorative move as important when workers commit mistakes or errors. As it were, dynamic administration

by special case happens, when the pioneer proactively looks for the supporters' issues and advises them promptly (Bass and Avolio, 2004).

•**Passive-Management-by-Exception:** This average authority is conversely with dynamic administration by-exemption. It happens when pioneers give order simply after the finish of assignments. As such, the pioneers pause and encourage simply after missteps or blunders happen (Howell and Avolio, 1993).

•**Management-by-exemption:** alludes to the intercession of pioneers to be remembered for the devotees' work procedure underneath norms. The value-based pioneers rely upon negative input, discipline and different types of negative support to convince adherents from taking part in lacking execution (Bass and Avolio, 2004). This sort of initiative conduct can be either dynamic or detached depending on the pioneers' observing conduct (Howell and Avolio, 1993). Timing is the angle that recognizes dynamic administration by-special case and aloof administration by-exemption.

#### KM Processes:

Information the board is a procedure that encourages information sharing and sets up learning as a nonstop procedure inside an association. Researchers varied on the quantity of information procedures and the greater part of them concurred that it was a ceaseless procedure and was brought out through the accompanying center procedures (Lopez et al., 2004):

•**Knowledge Integration:** Knowledge amassed by making new information from hierarchical scholarly capital and getting information from outside situations. Appropriately, this procedure grasps getting and trading information from providers, clients, and different colleagues. It likewise consolidates creating information structure existing scholarly capital through creating hierarchical advancement (Zheng 2005).

•**Knowledge Accumulation:** information is coordinated inside to upgrade the adequacy and efficiencies in different frameworks and procedures, just as to be progressively receptive to advertise changes. Right now, information is combined to create greater results. When all is said in done, information combination centers around observing and controlling information the board works on, assessing the adequacy of current information, characterizing and perceiving center information zones, planning specialists, sharing authoritative information, and filtering for new information to keep the nature of their creations/administrations improving (Lee and Kim, 2001; Cummings, 2004).

•**Knowledge Reconfiguration:** In this procedure, the Knowledge reconfigured to meet ecological changes and new difficulties. Right now, is all inclusive imparted to different associations in nature.

#### • The study equation and Model:

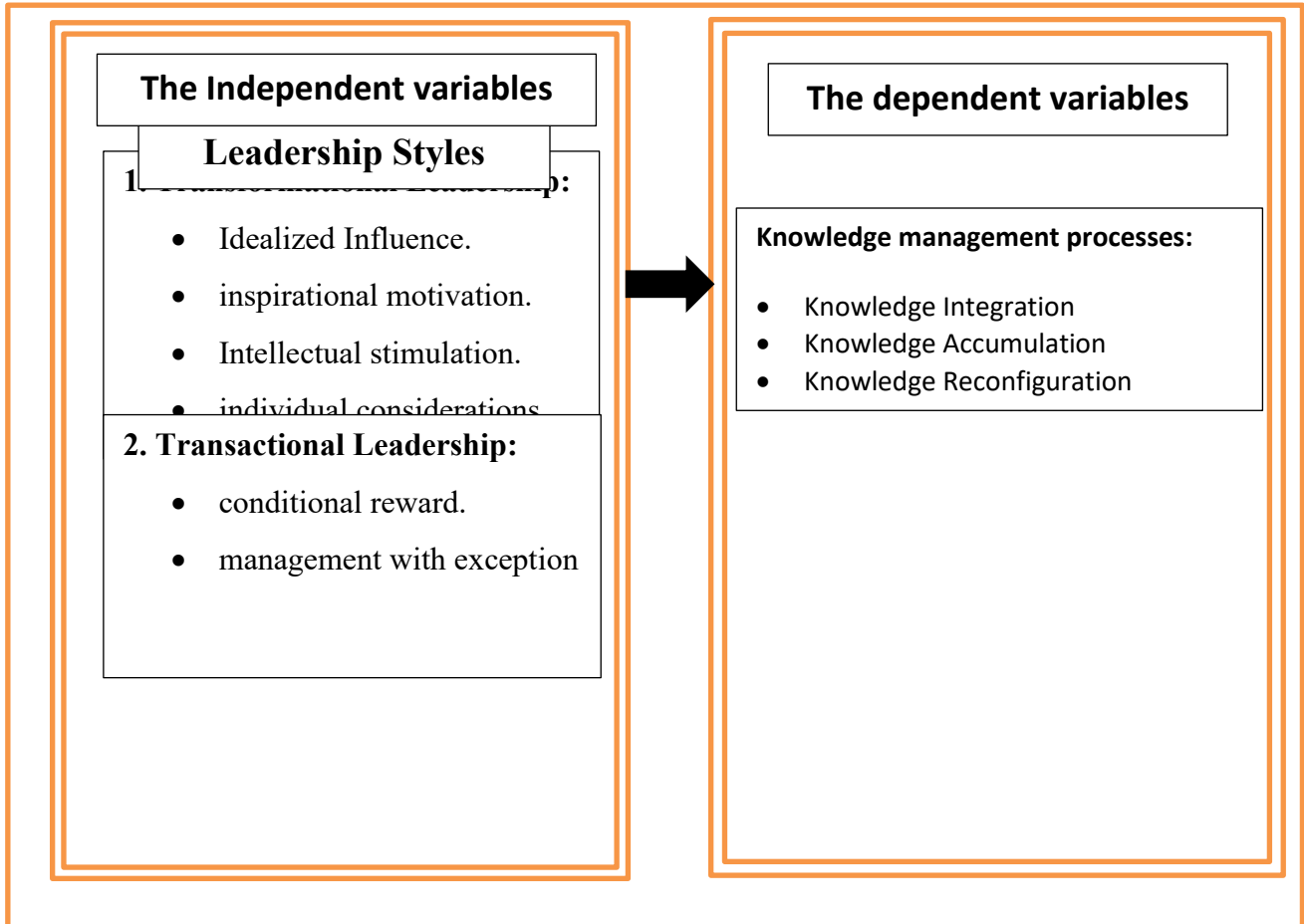
$$X = B Y + Z$$

X: The dependent variables.

Y: The independent variables.

Z: error value.

B: Constant value.



**Figure 1: The Study model . The knowledge management model based Lee and Kim's Knowledge Management Model (Lee & Kim, 2001 ), and for leadership styles based on the model (Bass & Avoilo, 2004).**

### 3.3. Hypotheses:

All together for the analyst to address the inquiries of the investigation and accomplish its destinations, various speculations were created as follows:

**The primary fundamental theory:** The transformational administration (Idealized Influence, persuasive inspiration, Intellectual incitement, singular contemplations) has a factually noteworthy beneficial outcome on information the board forms.

**The second primary theory:** The Transactional Leadership (contingent prize, the board with exemption) has a measurably critical beneficial outcome on information the executive's forms.

**The third principle speculation:** There are measurably noteworthy contrasts among respondents' midpoints on information the executive's forms, which are ascribed to individual and useful factors (sexual orientation, age, scholastic capability, experience).

### 3.4. Information assortment strategies.

To begin with, I have gotten consent from the concerned authority of the organization to lead the investigation and afterward the workers of the association.

In this way, just those representatives who worked in the first and second managerial level where the poll has been dispersed to the regulatory Positions from the heads of divisions or more which they will be picked as test of the examination.

Right now, have utilized a self-rating instrument that decides authority style of the individual according to their own discernment. The poll utilized in current review is oneself rating survey, just as I have utilized a self-rating instrument that decides Knowledge Management Process and the impact of the authority styles on the information the executive's procedure. The survey contains data with respect to following measures.

- Background data.

- Leadership styles adjusted from Multifactor Leadership Questionnaire (MLQ-5X Short Form) (Bass & Avolio, 1997).

- Knowledge Management Process adjusted from crafted by (Sabherwal and Becerra-Fernandez, 2003).

The questionnaire uses a 5-point Likert scale that is (1 2 3 4 5) where, 1-Not at all, 2-Once in a while, 3-Sometimes, 4- Fairly often, 5-Frequently.

### 3.5 The sampling designs.

#### 3.5.1 Study Society:

The study population consists of all employees with senior management positions (general manager, assistants and deputy), the middle and the first manager (director of department & head of division) in the three companies, which numbered (382) employees, according to the staff records obtained by the department's personnel affairs of the three companies.

#### 3.5.2 Study Sample:

For the study, a random simple sample method has been used by all employees of the three companies in the Expansion Project of Al-Masjid Al-Nabawi (General Manager, Assistants, and Deputies), the middle and the first manager (director of department & head of division) in the three companies (382).

Using the above equation, we find that the sample size required for the study is (137) employees out of (382) employees. Accordingly, the researcher distributed (150) questionnaires to the employees of supervisory positions in the three companies working in the expansion project of the Al-Masjid Al-Nabawi, distributed according to the following table:

Levels	Study population	Sample
Senior Level	25	9
Middle level	82	27
First level	275	81
Total	382	137

Table1: Human resource management from the three companies.

### 3.6. Statistical analysis technique.

The following statistical instruments performed on the data:

- Arithmetic mean and SD
- Student's "t" test.
- Pearson's product moment correlation.
- Stepwise factor analysis
- Multiple regression analysis.
- Cronbach alpha coefficient & factor analysis.

## Chapter 4

### Results and Discussion

#### 4. Introduction

This chapter includes a presentation to analyze the data and test the hypotheses of the study, by answering the study questions and review the most prominent results of the questionnaire, which was reached through the analysis of paragraphs, and identify the variables of the study that included (sex, age, number of years of service, educational qualification, place statistical treatments for the data collected from the study questionnaire were used.

#### 4.1 Demographic characteristics of participants

##### 4.1 Distribution of study participants according to the type of subject, Demographic Data

Table (4.1) shows that (88.6%) of the respondents are male, while (11.4%) are female. This result also reflects the extent of female participation in the labor force in the Kingdom and that they share less than 15% of the total public jobs, which confirms the report (Saudi Central Bureau of Statistics - Labor Force Survey, 2017).

**Table 4.1: Distribution of study participants according to the type of subject, Demographic Data**

Items	Nu	%
<b>Gender</b>		
Male	156	88.6
Female	20	11.4
Total	176	100.0
<b>Age</b>		
Less than 30 Years	37	21.0
From 30 to 39 Years	98	55.7
From 40 to 49 Years	31	17.6
50 Years and More	10	5.7
Total	176	100.0
<b>Job rank</b>		
Head of Section	32	18.2
General Director	38	21.6
senior of Division	39	22.2
Head of Division	67	38.1
Total	176	100.0
<b>Experience</b>		
Less than 5 Years	27	15.3
From 5 to less than 10 Years	85	48.3
From 10 to less than 15 Years	50	28.4
15 Years and More	14	8.0
Total	176	100.0

Company name		
Saudi Binladin Group (SBG)	56	31.8
Dar Al-Handasah	61	34.7
Development Authority of Madinah Region	59	33.5
<b>Total</b>	<b>176</b>	<b>100.0</b>
Qualification		
Diploma	12	6.8
Bachelor's degree	73	41.5
Master's degree	61	34.7
Doctoral degree	30	17.0
<b>Total</b>	<b>176</b>	<b>100.0</b>

As shown in Table (4.1) that (55.7%) of the population is in the age group (30- less than 40 years), (21.0%) in the age group (less than 30 years), (17.6%) of 40 - less than 50 years), (5.7%) of (50 years and more), the researcher attributed that the age group between (30-40 years) is the most that Saudi society is a young society, so you find that young people have the highest percentage of jobs . In addition to a large part of the company's work field work, and this requires the category of young people, not to mention that this age group is able to give and creativity and thinking in various areas for the benefit of the company.

As for job titles, (38.1%) hold the position of Head of Department, (22.2%) are Director of Department, (21.6%) are Unit Manager, (18.2%) and (17.5%) are General Manager. Inversely proportional to the administrative level.

As for years of work, (28.4%) of the respondents have years of service at work (10 years - less than 15 years), while (48.3%) of (5 years - less than 10 years), (15.3%) (less than 5 years), (8%) of (15 years and over).

As for the division according to the scientific qualification, (41.5%) of them have a bachelor's degree, while (6.8%) have a diploma, (0%) have a high school diploma or less and (51%) have graduate studies. Employees' interest in qualifying themselves in a sound scientific manner commensurate with their positions in the company, which reflects their efficiency and sequence in filling job titles, in addition to the company's interest in developing scientific capabilities and encouraging supervisory staff to complete graduate studies both at home and abroad. The employee must have obtained a university degree as a minimum to obtain degrees and progress in the first track Job to fill senior leadership positions as well as other terms and standards.

The percentage of diploma holders is less (6.8%) of the study sample. This percentage is due to the presence of a number of senior employees in these companies who were unable to complete their education.

## 4.2 Distribution of study participants according to their respondent about Leadership Styles (Transformational and Transactional leadership)

To analyze the Questioner paragraphs, one sample T test was used to determine whether the average response rate reached the average approval score of 3. If (Sig> 0.05) (Sig is greater than 0.05), the average opinion of individuals on the phenomenon under study is not substantially different from an average of 3; In this case, it is possible to determine whether the average answer is substantially higher or lower than the average approval score; by the value of the test, if the value of the test is positive, it means that the arithmetic mean of the answer exceeds the average approval score and vice versa.

### 4.2.1 Distribution of study participants according to their respondent about Transformational leadership

#### 4.2.1.1 Distribution of study participants according to their respondent about ideal effect

The arithmetic mean, standard deviation, relative weight and ranking were used to determine the degree of approval, the results are shown in Table 4.2.



**Table 4.2: Distribution of study participants according to their respondent about the ideal effect**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Boosts my feelings of pride because I work with him.	N	3	6	18	73	76	84.2
	%	1.7	3.4	10.2	41.5	43.2	
Beyond his personal interests in the interest of the public interest.	N	2	13	40	69	52	77.8
	%	1.1	7.4	22.7	39.2	29.5	
Acting in a way that makes me respect him.	N	2	14	43	71	46	76.4
	%	1.1	8	24.4	40.3	26.1	
He talks about his most important beliefs and values at work.	N	3	10	49	79	35	75.2
	%	1.7	5.7	27.8	44.9	19.9	
Emphasizes the importance of a strong sense of the goal to be achieved.	N	3	13	44	81	35	75.0
	%	1.7	7.4	25	46	19.9	
Mean: 77.70, Median: 80.00, Std: 14.13							

Table (4.2) shows that the average score of the first Paragraph "ideal affect" was (3.16) with a standard deviation (14.13) and a relative weight (77.70%). Boosts my feelings of

pride because I work with him "ranked first in the order of paragraphs of this dimension, where the relative weight (84.2%), while the weakest paragraphs paragraph (5)," Emphasizes the importance of a strong sense of the goal to be achieved "with a relative weight (75.0%).

The researcher explains this result that the senior management of these companies follows several procedures in the recruitment and appointment of experts and consultants working in the field, which increases the imposition of influence on their employees.

The result of the present study is consistent with the result of the study (Raman & Rajan: 2014) which indicated an average score for the ideal effect dimension in private sector firms in the Kingdom of Bahrain, with the study (Nafei, Khanfar, & Kaifi, (2014) indicating an average score for the ideal effect Saudi banks in Al-Taif Governorate Kingdom of Saudi Arabia, and with the study (Ghasabeh, M., & Provitera, M., (2018) which indicate a medium degree of "ideal affect" dimension in the US corporate sector.

#### 4.2.1.2 Distribution of study participants according to their respondent about Inspiration

The arithmetic average, mean, standard deviation and the T-test were used for a single sample.

The results are shown in Table 4.3

**Table 4.3: Distribution of study participants according to their respondent about Inspiration**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Talks optimistically about the future.	N	4	10	24	95	43	78.6
	%	2.3	5.7	13.6	54	24.4	
Talks enthusiastically about the goals to be achieved.	N	3	8	38	91	36	77.0
	%	1.7	4.5	21.6	51.7	20.5	
He is imposing his vision on the future.	N	5	12	51	77	31	73.2
	%	2.8	6.8	29	43.8	17.6	
Considers consistently that the business objectives will be realized.	N	3	18	43	64	48	75.4
	%	1.7	10.2	24.4	36.4	27.3	
Mean: 79.05. Median: 80.00. Std: 15.31							

\* Mean arithmetic implies statistically at the level of significance.  $\alpha \geq 0.05$ .

The arithmetic means of the first paragraph "Talks optimistically about the future" is 78.6%, It was ranked first, meaning that there was substantial approval by respondents to this paragraph.

The researcher attributes this result to having the leaders and managers of this company a strategy that makes them talk for the future brightly and planned well through a good readiness to keep pace with the change and successive development in the external and internal environment.

The new vision of the Kingdome and the general trend towards increased spending on the construction sector have made them optimistic about a better future.

While the last paragraph was ranked last " Considers consistently that the business objectives will be realized". With mean of 3.54, the relative average is 75.4%, the test value is 4.09, and the probabilistic value Sig equals (0.000). This means that there is a medium degree of approval by the respondents to this paragraph.

In general, we can say that the arithmetic mean is equal to - 3.82 for the Inspiration, and that the mean the relative arithmetic equals (79.05%), the test value is 12.82, and the probability value). Sig equals (0.000) and this means that there is a high degree of approval by the respondents to the paragraphs in this area. As one possible explanation for this result, the leadership of construction companies is trying to challenge the status quo, create a future vision and motivate workers to achieve it.

The study agreed with the results of the study (Nafei, Khanfar, & Kaifi, 2014) which showed that employees apply the principle of inspirational motivation with a high degree of approval by 88.63%, and study (Politis, 2017) which showed the practice of general managers of the concept of inspirational motivation by a high 81.3%, and study (Aliasghar, Moslem, Saied, Mohammad, 2015) showed that the level of The availability of inspirational motivation behavior among managers working in plastics companies for the Jordanian construction industries was high.

#### 4.2.1.3 Distribution of study participants according to their respondent about Intellectual stimulation

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.4

**Table 4.4: Distribution of study participants according to their respondent about Intellectual stimulation**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Rechecks the assumptions of accepted ideas to see how appropriate they are.	N	3	14	37	77	45	76.8
	%	1.7	8	21	43.8	25.6	
Looking for different aspects when solving problems.	N	3	18	54	64	37	73.0
	%	1.7	10.2	30.7	36.4	21	
Makes me look at problems from different angles.	N	6	19	46	65	40	73.0
	%	3.4	10.8	26.1	36.9	22.7	
Proposes new ways to complete my work.	N	8	17	53	65	33	71.2
	%	4.5	9.7	30.1	36.9	18.8	
Mean: 73.44. Median: 75.00. Std: 16.66							

• Mean arithmetic implies statistically at the level of

significance.  $\alpha \geq 0.05$ .

The first paragraph was ranked first and states "Rechecks the assumptions of accepted ideas to see how appropriate they are". With an arithmetic mean of (3.86) the total score of "5" means that the relative arithmetic average 76.8%, the test value 13.16 and the probability value (Sig) is equal to (0.000) This means that there is a large approval by the respondents to this paragraph. The researcher attributes this to the experience of leadership in the face of difficult situations, challenges and the ability to learn and put forward many alternatives as a remedy for these problems, and perhaps due to the experiences gained throughout their various work, during which many difficult and various types of problems, which gave them skills to motivate and encourage workers to think in Solutions to various problems from multiple aspects, as well as the use of scientific method to solve problems, which emphasizes the invocation of all available alternatives and choose the most appropriate alternative.

Arithmetic mean of the last paragraph "Proposes new ways to complete the work. Equals 3.35, i.e. the relative average 71.2%, the test value 5.85, and the probability value, (Sig) is equal to (0.000), so this paragraph is considered a statistical function

at the level  $\alpha \geq 0.05$  This means that there is a medium degree of approval by the respondents to this paragraph, and the researcher attributes this to the nature of the work of companies in this sector, which requires them to agree and work in the worst conditions.

In general, we can say that the mean is 3.87, the relative average is 73.44%, the test value is 12.56, and the probability value.

The researcher attributed this to increase the level of authorization by leaders towards their subordinates, giving them more freedom of action and encouraging them to devise new ways to improve performance. This is in line with the new trends of the security sector towards improving Construction Sector action and serving the citizen better, easier, and thus the worker's deliberate new approaches and creativity in dealing with the issues of the institution.

These findings are consistent with some studies as a study, (Bryant, 2013) which showed that leaders stimulation with a high degree of approval by 83.87%, and the study (Nguyen and Mohamed, 2011), which showed the possession of general managers in small-to-medium-sized enterprises in Australia for high intellectual stimulation rate of 81.5%, and the study (Al-Azmi, 2006), which showed that the security leaderships in the Saudi Ministry of Interior are highly available after intellectual stimulation and a study (Al-Shukra, 2013) that showed that the employees of the General Directorate of Traffic Saudi Arabia practiced the behavior of arousal thousand The results showed that its leadership has an average level of transformational leadership characteristics, including intellectual stimulation, and the study (Al-Raqab, 2010), which indicated that the employees of the Palestinian universities in the Gaza Strip possessed after the provocation Intellectual.

#### 4.2.1.4 Distribution of study participants according to their respondent about Individual Considerations

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.5

**Table 4.5: Distribution of study participants according to their respondent about Individual Considerations**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Treat me as a human being and not just a member of a group.	N	2	7	35	88	44	78.8
	%	1.1	4	19.9	50	25	
Spend time teaching and training subordinates.	N	1	15	50	68	42	75.4
	%	0.6	8.5	28.4	38.6	23.9	
He considers me an individual with different needs and aspirations than others.	N	7	16	56	66	31	71.2
	%	4	9.1	31.8	37.5	17.6	
Helps me develop my strengths.	N	9	14	51	66	36	72.0
	%	5.1	8	29	37.5	20.5	
Mean: 74.32, Median: 75.00, Std: 16.54							

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

The arithmetic means of the first paragraph " Treat me as a human being and not just a member of a group " is equal to 3.78 means that the relative arithmetic average is 78.8%, the test value is 7.75, and the probability value Sig is equal to (0.000). The researcher attributes this to the keenness of leaders to communicate with all subordinates at all administrative levels and take into account the different educational and cultural levels of workers, and study their needs and aspirations and work to meet them as possible. To link them with the mission and objectives of the company, which must be satisfied so that the worker can achieve the work required of him to the fullest.

The arithmetic means of the first paragraph " Helps me develop my strengths." equals (3.48) the total score of (5) that is, the relative arithmetic average (72.0%), the test value (12.53) and the probabilistic value is equal to (0.000). Significantly approved by the respondents to this paragraph and ranked first. The researcher attributes this to the interest of partners in training in general, including on-the-job training and their belief that this type of training because of its many advantages, including training the employee as needed and when the situation occurs. In addition, the nature of the fieldwork for the construction sector, which is suitable for the use of this type of training based on the provision of guidance and advice to the subordinate while performing his duties.

In general, we can say that the arithmetic average is 3.57 and that the relative arithmetic is equal

74.32 %, the value of the test is 10.92, and the probability value Sig is equal to (0.000). This means that there is a high degree of approval by the respondents to the paragraphs in this area. The researcher attributes this to the leaders' interest in individuals and that the human dimension is present in dealing with employees despite the difficult nature of the work, as well as the keenness to help their subordinates and train them to do the work required of them and develop their strengths and get rid of their weaknesses, which enhances the confidence of employees in themselves and increases their ability to bear Their responsibilities and perform their duties.

These results were consistent with some studies such as (Crawford,2005), which showed the availability of individual interest in the police force in the Gaza Strip with a high rate of 85.9%, and a study (Singh, 2015) which showed the Palestinian leadership practice after individual considerations at a high level of 86.21%. The study (Fullan, 2010) showed that the academic leaders in the Palestinian universities in Gaza enjoy the individual consideration of the subordinates, and study (Atawi, 2010) in the exercise of leaders to consider the individual considerations to a high degree, and a study (Azmi, 2006) which showed the enjoyment of security leaders in the Ministry Saudi Interior for Individual Considerations b Ratio of 80.28%.

#### 4.2.1.5 Distribution of study participants according to their respondent about Transformational leadership

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.6

**Table 4.6: Distribution of study participants according to their respondent about Transformational leadership**

Domains	No. of Paragraph	Mean	Median	Std
The ideal effect	5	77.70	80.00	14.13
Inspiration.	4	76.05	80.00	15.31
Intellectual stimulation.	4	73.44	75.00	16.66
Individual Considerations.	4	74.32	75.00	15.54
Transformational leadership	17	75.51	76.47	12.50

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

#### Correlation Between Transformational leadership and its Domains

**Table 4.8: Correlation Between Transformational leadership and its Domains**

Domains	No. of Paragraph	R	Sig.
The ideal effect	5	0.786	0.001
Inspiration.	4	0.825	0.001
Intellectual stimulation.	4	0.856	0.001
Individual Considerations.	4	0.795	0.001

From Table (4.7) it was found that the mean of all paragraphs of transformational leadership is (3.47) the total score of (5), the relative average (69.45%), the test value (12.80) and the probability value. Sig equals (0.000) and this means that there is a high degree of approval by the respondents on the paragraphs of transformational leadership in general.

In light of these results related to transformational leadership, which showed the practice of transformational leadership significantly with an average of 75.51% for employees of the three companies. It came first in the ideal influence axis by 77.70%, followed by inspiration by 76.05% and then in third place attention to individual considerations 74.32% and all three dimensions came close, while the fourth Paragraph intellectual stimulation came in the last place by 73.44%. The researcher attributes the availability of the transformational leadership practice to a large extent to the awareness of leaders from all administrative levels of the concepts, methods and modern trends of leadership. This is evidenced by the continuous development of the capabilities and skills of employees in the construction sector, through educational and training programs and internal and external scholarships to acquire knowledge and develop manpower. Attracting distinguished employees to work in the three companies of specialists in addition to strengthening the training centers in the companies. In addition to the existence of awareness activities about the importance of the work of the employees of the companies and its seriousness,

and to arouse their enthusiasm and create a kind of challenge, competition and dedication in the completion of work, in addition to external courses that show the importance of work from serving the country and the citizen.

#### 4.2.2 Distribution of study participants according to their respondent about Transactional leadership

##### 4.2.2.1 Distribution of study participants according to their respondent about Conditional reward

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.9.

**Table 4.9: Distribution of study participants according to their respondent about Conditional reward**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Provides me with assistance in exchange for my efforts	N	6	7	30	92	41	77.6
	%	3.4	4	17	52.3	23.3	
Determine exactly who is responsible for achieving the desired performance.	N	2	14	53	65	42	74.8
	%	1.1	8	30.1	36.9	23.9	
Explains what the employee can get when he or she has completed the work assigned to him.	N	5	13	50	65	43	74.6
	%	2.8	7.4	28.4	36.9	24.4	
Expresses his satisfaction when he meets the specific expectations for the completion of the work.	N	6	22	36	73	39	73.2
	%	3.4	12.5	20.5	41.5	22.2	
Mean: 75.09, Median: 75.00, Std: 16.20							

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

The arithmetic means of the first paragraph "Provides me with assistance in exchange for my efforts" equals (3.37) the total score of (5) the relative arithmetic mean is 77.6%, the test value is 6.21 and the probability value. Sig equals (0.000) and this means that there is a medium degree approval by the respondents to this paragraph, which ranked first of the paragraphs of conditional reward, and attributes the researcher to the precise determination of the performance of specialized technical tasks and determine the person responsible for the implementation of these tasks the success of the task For the consequent penalties and rewards. Although the paragraph was ranked first and the approval of the study sample members was moderate, the delineation of responsibilities precisely means that there is a need to further define performance.

In general, we can say that the mean is 3.85, the relative average is 75.09 %, the test value is 5.34, and the probability value Sig equal 0.000. The result indicates that the leaders of the three companies practice reciprocal leadership as a process based on the exchange between leaders and followers. Acceptable (average) from the practice of reciprocal leadership to the leaders at all levels of administrative support and support to the subordinates, and determine the powers and responsibilities of each employee, but on the other hand, the weakness of the use of remuneration systems and incentives as a key tool based on the concepts of exchange leadership Due to various factors, the most important of which is the strength of competition and the large number of workers.

##### 4.2.2.2 Distribution of study participants according to their respondent about Management with an exception

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.10

**Table 4.10: Distribution of study participants according to their respondent about Management with an exception**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Gives all his attention to deal with mistakes, complaints, and failures that occur in the work.	N	7	8	30	91	40	77.0
	%	4	4.5	17	51.7	22.7	
He follows all the mistakes himself.	N	2	15	46	79	34	74.6
	%	1.1	8.5	26.1	44.9	19.3	
It raises my attention to failures to meet the standards.	N	3	14	57	67	35	73.2
	%	1.7	8	32.4	38.1	19.9	
He explains that he is the most convinced of the idea (unless things are broken, there is no need to change them).	N	5	20	45	70	36	72.8
	%	2.8	11.4	25.6	39.8	20.5	
It appears that problems must become crises before action is taken.	N	5	27	51	58	35	70.4
	%	2.8	15.3	29	33	19.9	
Mean: 73.57, Median: 76.00, Std: 16.10							

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

The arithmetic means of the first paragraph "gives all his attention to dealing with errors, complaints, and failures (3.82) is the total score of (5) the relative average is 77.0%, the test value is 12.37 and the probability value. Sig is equal to (0.000). This means that there is a high degree of approval by the respondents to this paragraph.

The researcher attributes the prevailing culture, which is characterized by bureaucracy and restrict the culture of creativity, innovation and change, and not to seek proactive activities and leadership in change for a favorite.

The arithmetic means of the fifth paragraph "shows that problems must become crises before taking Procedures. This means that the relative mean is 70.4%, the value of the test (0.15), and the probability value. Sig is equal to (0.440). This means that the sample respondents were neutral, moderate on the content of this paragraph, which ranked last in the paragraphs, This indicates that the leader does not address the problem only when the problem grows into a crisis and the researcher attributes this to the keenness of the leader to know all the tasks and the results of the work and follow-up and identify deviations and develop alternatives and this requires attention to the skill of planning and development. Has an understanding (of the concept of margin Error) so that it has a margin of space for is-allowed, and not all mistakes must be followed up by himself, but the critical and complex errors that lead to the obstruction of the work. In order to devote himself to the performance potential, especially the planning, motivation and guidance functions.

In general, it can be said that the arithmetic mean is - 3.67, that the relative arithmetic average is 73.57%, the test value is 65.69, and that the probability value. Sig equals (0.000) and this means that there is a medium degree of approval by the respondents to the paragraphs in this area.

The researcher attributes this result to the keenness of the leadership in the three companies to set realistic and realistic standards and try to reach them, and their increasing interest in correcting deviations and errors very quickly, considering that this is an important element of management with the exception.

#### 4.2.2.3 Distribution of study participants according to their respondent about Transactional leadership

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.11

**Table 4.11: Distribution of study participants according to their respondent about Transactional leadership**

Domains	No. of Paragraph	Mean	Median	Std
Conditional reward	4	75.09	75.00	16.20
Management with an exception	5	73.57	76.00	16.10
Transactional leadership	9	74.24	75.56	14.63

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.0$



Table 4.9 shows that the mean of all cross-section items is (3.32) the total score of 5 (i.e. the relative average is 66.38%, the test value is 7.55 and the probability value (Sig) is 0.000. The researcher attributes this to the understanding of the leaders that rewards and recognition come after the completion of work and completion of tasks and that the size of rewards and appreciation is the size of achievement, and because the exchange of benefits is the basis of the exchange approach.

The results of the present study are consistent with the study (Al-Rifai, 2013) in the exercise of the intermediate leadership style to a medium degree, the study (Saleh, 2013) in which the impact of the exchange approach of the Jordanian Ministry of Environment was present, and the study (Edwards and Gill, 2011) with the practice of the intermediate leadership style. As (Azouri and Sulaiman, 2013) showed that the leadership style of the prevailing in the General Company for Iraqi Ports.

### 4.3 Distribution of study participants according to their respondent about Knowledge Management Processes

#### 4.3.1 Distribution of study participants according to their respondent about Knowledge Integration

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.12

**Table 4.12: Distribution of study participants according to their respondent about Knowledge Integration**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
Your company systematically monitors available and renewable knowledge from its various sources.	N	4	6	17	80	69	83.2
	%	2.3	3.4	9.7	45.5	39.2	
Your company Encourages conducting research on an ongoing basis to help generate knowledge.	N	3	11	47	68	47	76.4
	%	1.7	6.3	26.7	38.6	26.7	
Your company relies on diverse teams of knowledge to generate and discover knowledge.	N	6	13	42	72	43	75.2
	%	3.4	7.4	23.9	40.9	24.4	
Your company provides technological tools to help employees acquire knowledge.	N	6	14	54	65	37	72.8
	%	3.4	8.0	30.7	36.9	21.0	
Employees are encouraged to generate creative and creative ideas.	N	6	15	42	66	47	75.2
	%	3.4	8.5	23.9	37.5	26.7	
Mean: 76.55, Median: 80.00, Std: 15.80							

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

The arithmetic average for the first paragraph "Your company systematically monitors available and renewable knowledge from its various sources." equals 3.90 the overall score of (5) the relative average of 83.2%, the value of the test 16.47 and the probability value). This means that there is a high degree of approval by the respondents to this paragraph. Through the participation of university professors, engineers and international experts constantly participate in training programs and holding seminars and various meetings to develop work.

The arithmetic mean of the fifth paragraph "Employees are encouraged to generate creative and creative ideas". equal 3.84 the relative average is 75.2%, the test value is 3.55, and the probability value (Sig) equals 0.000. This means that there is a medium degree of approval by the respondents on this paragraph, which ranked last within the after the acquisition of knowledge.

In general, it can be said that the arithmetic mean is 3.54, and the relative arithmetic average is equal to 70.75%, the test value is 14.69, and the probability value. The researcher attributes this to the realization of construction sector leaders to the necessity of developing and innovating new solutions to keep pace with development and adopting improvement measures.

#### 4.3.2 Distribution of study participants according to their respondent about Knowledge Accumulation

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.13

**Table 4.13: Distribution of study participants according to their respondent about Knowledge Accumulation**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
The company has multiple storage devices (electronic archiving, paper documents ...) and sophisticated knowledge preservation.	N	6	6	22	92	50	79.8
	%	3.4	3.4	12.5	52.3	28.4	
The company is interested in documenting lessons learned from previous experiences.	N	6	10	52	72	36	73.8
	%	3.4	5.7	29.5	40.9	20.5	
The company is characterized by a fast and accurate storage of information and knowledge.	N	7	10	43	80	36	74.6
	%	4	5.7	24.4	45.5	20.5	
Company Information is classified and documented in an accessible manner.	N	3	15	55	66	37	73.6
	%	1.7	8.5	31.3	37.5	21.0	
The quality of stored knowledge is constantly evaluated and updated.	N	8	14	43	74	37	73.4
	%	4.5	8.0	24.4	42.0	21.0	
Mean: 75.02, Median: 76.00, Std: 15.51							

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

#### Correlation Between Transactional leadership and its Domains

**Table 4.14: Correlation Between Transactional leadership and its Domains**

Domains	No. of Paragraph	R	Sig.
Conditional reward	4	0.882	0.001
Management with an exception	5	0.925	0.001

The arithmetic mean of the sixth paragraph "The technical devices used by the three companies to store knowledge -

This means that the relative average (79.8%), the test value is 12.65 and the probability value Sig is (0.000). This means that there is a high degree of approval by the respondents to this paragraph. This is due to the importance of data in the construction sector which is based on the information and thus the sector works to ensure that it is stored in modern ways so that it can be accessed and reviewed.

The mean of the fifth paragraph "The quality of the stored knowledge is continuously assessed and updated" is 3.44, the relative average is 73.4%, the test value is 9.30, and the probability value Sig equals (0.000). This means that there is a medium degree of approval by the respondents to this paragraph. It has won the last rank, and the researcher attributes this result to the lack of expert information systems that improve the quality of data and classify them consistently according to the feasibility of using them. The absence of a concept assesses the overall quality with respect to the information aspect.

In general, we can say that the arithmetic mean is equal to - 3.50, and that the arithmetic mean is equal to 75.2%, the test value is 14.47, and the probability value). Sig equal to (0.000). This means that there is a high degree of approval by the respondents on the paragraphs in this area. Comment It is noted that the field of knowledge storage has been largely approved by the respondents where the data and information related to their work is collected, and this indicates the importance of technology in Developing the practice of storing knowledge and the role it plays in reducing the time, effort, costs and quality of work, the researcher attributes this to the awareness of the leadership of the partners that the storage of information and

knowledge in different ways to ensure that the loss of information and knowledge acquired to serve the continuity and success of work Head of information in the assessment of the situation and decision-making.

### Correlation Between Leadership Styles and its Domains

**Table 4.15: Correlation Between Leadership Styles and its Domains**

Domains	No. of Paragraph	R	Sig.
Transformational leadership	17	0.954	0.001
Transactional leadership	9	0.874	0.001

### 4.3.3 Distribution of study participants according to their respondent about Knowledge Reconfiguration

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.15

**Table 4.16: Distribution of study participants according to their respondent about Knowledge Reconfiguration**

Paragraph		S. Disagree	Disagree	Neutral	Agree	S. Agree	W. Mean
The company works to exchange knowledge at all levels of management.	N	5	9	37	88	37	76.2
	%	2.8	5.1	21	50	21	
The company has different methods to distribute knowledge to employees (memos, reports, e-mail, meetings ...)	N	6	10	49	69	42	74.8
	%	3.4	5.7	27.8	39.2	23.9	
Knowledge is disseminated through training courses. Experienced and competent professionals.	N	10	12	46	72	36	72.8
	%	5.7	6.8	26.1	40.9	20.5	
I share my experience with my colleagues without fear of my career.	N	4	19	48	70	35	72.8
	%	2.3	10.8	27.3	39.8	19.9	
The company works to overcome obstacles and remove difficulties that limit the ability of employees to apply knowledge.	N	6	19	41	79	31	72.6
	%	3.4	10.8	23.3	44.9	17.6	
Mean: 73.84, Median: 76.00, Std: 16.29							

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

The average of the first paragraph "The company works to exchange knowledge at all levels of management." Equals 3.49 overall score of 5, the relative average is 76.2%, the test value is 12.19 and the probability value Sig is 0.000. Respondents on this paragraph.

The researcher attributes this to the importance of the transfer of knowledge in the development of workers' knowledge and refine their skills and acquire new skills and practical experience to help them to perform their tasks, and because specialists with experience and competence have knowledge and expertise that can be transferred to others.

In general, it can be said that the arithmetic mean is (4.2) and that the relative arithmetic average is equal 73.84%, the value of the test (3.9), and the probability value Sig is 0.000 and this means that there is a medium degree of approval by the respondents to the paragraphs in this area. The distribution of knowledge is one of the most important paragraphs that work to create a learning environment and through reading in the results of the study sample we find that this paragraph has given a medium degree of approval, and the researcher attributes this to the keenness of the leadership of companies to raise the level of knowledge of workers On the quality of services provided. However, approval needs to be reinforced because the construction sector needs an environment that helps decentralized communication in which knowledge is distributed and shared among all levels and departments of companies.

#### 4.3.4 Distribution of study participants according to their respondent about Transactional leadership

The arithmetic average, mean, standard deviation and the T-test were used for a single sample. The results are shown in Table 4.17

**Table 4.17: Distribution of study participants according to their respondent about Transactional leadership**

Domains	No. of Paragraph	Mean	Median	Std.dev
Integration	5	76.55	80.00	15.80
Accumulation	5	75.02	76.00	15.51
Reconfiguration	5	73.84	76.00	16.29
Knowledge Management Processes	15	75.14	77.33	13.97

- arithmetic Mean implies statistically at the level of significance.  $\alpha \geq 0.05$ .

Table (4.17) shows that the mean of all paragraphs of knowledge management processes is 3.42 degrees the overall average of 5 is that the relative average is 68.35%, the test value is 12.10 and the probability value Sig is 0.000. It is clear from the table that there is a discrepancy in the results of the practice of knowledge management operations where the acquisition of knowledge ranked first with a relative weight of 70.75% and obtained the last rank after the distribution of knowledge with a relative weight of 66.21%. The researcher attributes this to the belief of employees that the application of knowledge management processes adds value to the quality of services provided, which encourages the leadership of the three companies to acquire various types of knowledge related to their field of work. The process of acquiring knowledge among employees is also through the construction sector is interested in workshops and training of all kinds that continuously acquire knowledge. As for the distribution of knowledge that has the last rank, the researcher attributes this to the weak communication environment in which knowledge is exchanged.

#### 4.3.5 Correlation Between Knowledge Management Processes and its Domains

**Table 4.18: Correlation Between Knowledge Management Processes and its Domains:**

Domains	No. of Paragraph	R	Sig.
Integration	5	0.873	0.001
Accumulation	5	0.886	0.001
Reconfiguration	5	0.882	0.001

#### 4.4 Factor Analysis:

Factor analysis was performed with 1.5 as the Eigenvalue to improve the strength of the factors. Then, three factors were extracted when the rotation was converged in 3 iterations. The three factors are Integration, Accumulation, and Reconfiguration.

Out of the 15 items in the questionnaire, the first 5 items fall under Integration and the last 5 falls under Reconfiguration while the Middle 5 items fall under the Accumulation.

The rotated component matrix of the components of KM is given below.

**Table 4.19: Rotated Component Matrix**

#	Item	components		
		1	2	3
1	Your company systematically monitors available and renewable knowledge from its various sources.	0.758	0.045	0.020
2	Your company Encourages conducting research on an ongoing basis to help generate knowledge.	0.768	0.420	0.001
3	Your company relies on diverse teams of knowledge to generate and discover knowledge.	0.847	0.020	0.054

4	Your company provides technological tools to help employees acquire knowledge.	0.895		0.220
5	Employees are encouraged to generate creative and creative ideas.	0.766	0.054	0.028
6	The company has multiple storage devices (electronic archiving, paper documents ...) and sophisticated knowledge preservation.	0.022	0.698	0.420
7	The company is interested in documenting lessons learned from previous experiences.	0.010	0.732	0.355
8	The company is characterized by fast and accurate storage of information and knowledge.	0.042	0.725	0.332
9	Company Information is classified and documented in an accessible manner.	0.074	<b>0.687</b>	0.088
10	The quality of stored knowledge is constantly evaluated and updated.	0.106	<b>0.670</b>	0.287
11	The company works to exchange knowledge at all levels of management.	0.265	0.139	<b>0.747</b>
12	The company has different methods to distribute knowledge to employees (memos, reports, e-mail, meetings ...)	0.320	0.171	<b>0.825</b>
13	Knowledge is disseminated through training courses. Experienced and competent professionals.	0.040	0.203	<b>0.702</b>
14	I share my experience with my colleagues without fear of my career.	0.024	0.235	<b>0.580</b>
15	The company works to overcome obstacles and remove difficulties that limit the ability of employees to apply knowledge.	0.251	0.267	<b>0.557</b>

The analysis extracted a 3-factor solution, each with eigenvalues above one, which explains 62.23% of the total variance while the original literature explained 69.64%. This indicates that there can be more factors influencing KM when more items are generated using expert opinion.

The Measure of Sampling Adequacy (MSA) measured to be above 0.7 for all 15 items. Based on the rotated component matrix, out of the 15 items.

#### 4.5 Relationship between independent variables (transformational leadership style) and dependent variable (Knowledge Management):

Regression between the independent variables and dependent variable:

**Table 4.20: Model Summary**

Regression Statistics			
Multiple R	0.646058581		
<b>R Square</b>	<b>0.41739169</b>		
<b>Adjusted R Square</b>	<b>0.414043366</b>		
Standard Error	4.981085345		
Observations	176		
ANOVA			
	df	F	Significance F
Regression	1	124.6569139	<b>3.59055E-22</b>
Residual	174		
Total	175		
	Coefficients	P-value	
Intercept	<b>5.225407271</b>	0.003042498	
Transformational leadership	<b>0.441129894</b>	<b>3.95E-09</b>	

Regression Statistics	
Multiple R	0.990862808
R Square	<b>0.981809105</b>
Adjusted R Square	<b>0.98170456</b>
Standard Error	0.880162128
Observations	176

ANOVA			
	df	F	Significance F
Regression	1	9391.224857	<b>2.4677E-153</b>
Residual	174		
Total	175		

	Coefficients	P-value
Intercept	<b>0.496856432</b>	0.014018754
Transactional leadership	<b>0.784787641</b>	<b>2.4677E-153</b>

Regression Statistics	
Multiple R	0.723566292
R Square	<b>0.523548179</b>
Adjusted R Square	<b>0.518040065</b>
Standard Error	7.323206696
Observations	176

ANOVA			
	df	F	Significance F
Regression	2	95.05036062	<b>.0000</b>
Residual	173		
Total	175		

	Coefficients	P-value
Intercept	<b>5.725407271</b>	0.003042498
Transformational leadership	<b>0.421129894</b>	<b>3.85E-09</b>
Transactional leadership	<b>0.332644033</b>	<b>0.021289675</b>

#### 4.6 Reliability Analysis:

The Cronbach alpha for the three factors of leadership styles and Knowledge management is given below:

**Table 4.21: Reliability Analysis:**

Field	No. of paragraphs	Cronbach alpha	coefficient*
Transformational leadership	17	0.938	0.968
Transactional leadership	9	0.879	0.937
leadership style	26	0.943	0.971



<b>Knowledge Integration:</b>	5	0.817	0.904
<b>Knowledge Accumulation:</b>	5	0.853	0.924
<b>Knowledge Reconfiguration</b>	5	0.869	0.932
<b>Knowledge process</b>	15	0.939	0.969
<b>all fields</b>	<b>41</b>	<b>0.969</b>	<b>0.984</b>

In order to find out the relationship between leadership styles (transformational & transactional leadership), Knowledge management, Multiple Linear Regression models were used by keeping factors in Integration, Accumulation, and Reconfiguration as explanatory variables and leadership styles as the independent variable. From the regression model, it is inferred that there is a significant relationship between leadership styles (Transformational & Transactional leadership) and the three factors of KM.

This can be inferred from the t-value and its associated p-value. The three factors of KM explain 0.523 of variations in Job Satisfaction (please refer to R<sup>2</sup> value). This explains that the strength of the relationship between leadership styles (Transformational & Transactional leadership) and the three factors of KM is moderate. By referring to the F value and its p-value, we can infer that the model is found to be valid. There is a correlation between leadership styles (Transformational & Transactional leadership) and the three factors of KM.

## Chapter 5: Summary and Conclusion:

### 5.1 Results of the study:

#### 1. Results related to the characteristics of the study sample:

- The results showed that the percentage of female participation in the study was low, where the percentage of females was 11.4% Compared to males (88.6%).
- The percentage of respondents under the age of 40 years was 55.7% High for young people.
- The study showed that 63% of the sample of the study years of service less than 10 years.
- The study showed that 65.6% of holders of bachelor's degrees and above.

#### 2. Results related to the independent variable (leadership patterns):

- The results show that the leadership styles, in general, have been practiced moderately by Employees of the three companies was 64.25%; The transformative leadership pattern prevailed among the leading patterns by 69.45%, followed by 66.38% transaction leadership.
- The results of the study also showed the practice of transformational leadership pattern with a great average of 69% for Construction Sector employees.

#### The dimensions of transformational leadership are as follows:

**First:** After taking care of individual considerations by 71.35%.

**Second:** After intellectual stimulation by 71.35%

**Third:** After the inspiration motivation 71.61%

**Fourth:** After the ideal effect of 66.30%.

- The results of the study also showed that the practice of Transaction leadership with a medium degree of 66.38% for construction sector employees.

**First:** The management came first with an exception of 67.43%.

**Second:** After the conditional reward was ranked second by 65.06%.

#### 3. Results related to the dependent variable (knowledge management processes):

- The results of the study revealed that the level of practice of knowledge management processes in the construction sector was high with a relative weight of 68.35%,

**The knowledge management processes were ranked as follows:**

- **First:** after gaining knowledge with a relative weight of 70.75%.
- **Second:** after storing knowledge with a relative weight of 70.09%.
- **Third:** After applying knowledge with a relative weight of 66.34%.
- **Fourth:** After knowledge distribution with a relative weight of 66.21%

**5.2 The study reached the following findings:**

1. The level of practicing the leadership styles among the leaders, by employees of the Companies based on the expansion of Al-Masjid Al-Nabawi in Madinah, was generally moderate. Also, the transformational leadership style was the most available among other leadership styles by (69.45%), followed by the transactional style by (66.38%).
2. The degree of applying knowledge management processes in the construction sector was high with a relative weight of 68.35%. knowledge acquisition dimension was in the first place with a relative weight of (70.75%), and knowledge distribution was in the last place with a relative weight of (66.21%).
3. The results showed that transformational and transactional leadership styles with its various dimensions have a significant positive effect on knowledge management, as they have explained (73.3%) and (69.4%) of the variance in the dependent variable respectively.
4. There were no statistically significant differences between the averages of the views of respondents about the knowledge management attributed to (age, rank, years of experience, qualification), while differences with statistical significance were found due to gender in favor of males.

**5.3 The main recommendations are as follows:**

1. Raising the leaders' awareness in all managerial levels in the construction sector to use transformational and transactional leadership behaviors depending on the situation and the employees' capabilities.
2. Building information centers and secure communications system for the construction sector, according to the latest technological systems and by using expert systems for improving the quality of data and information, and disseminate it among the different managerial levels.
3. Creating a motivating organizational culture in order to encourage communication and to transfer mutual experience and knowledge among employees within the organization.
4. Redesign the organizational structures of the construction sector to become more flexible and creating knowledge management departments that work to identify required knowledge and find mechanisms of exchanging, transferring, and applying it.
5. Rethinking and developing existing business processes and methods in line with the rapid changes in the environment and the requirements of the modern construction sector.

**5.4 Conclusion:**

The study aimed at identifying the role of leadership styles (Transformational, Transactional) in practicing the knowledge management processes among the employees of the Companies based on the expansion of Al-Masjid Al-Nabawi in Madinah. To achieve the objectives of the study, the questionnaire was developed to collect the necessary data based on the previous studies as well as the descriptive analytical approach was used. The study population consists of all employees with senior management positions (general manager, assistants, and deputy), the middle and the first manager (director of department & head of division) in the three companies, which numbered (382) employees, according to the staff records obtained by the department's personnel affairs of the three companies. A random stratified sample of (137) employees was chosen, and (112) valid questionnaires were returned with response rate (81.8%). The statistical packages for Social Sciences analysis (SPSS) were used for the data analysis.

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