

Transformational Leadership in Promoting Knowledge Workers' Propensity for Knowledge Management Processes

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Abstract

Many Knowledge Management (KM) initiatives adopted by organizations fail as a result of Knowledge Workers (KWs) being reluctant to engage in the requisite activities for achieving successful outcomes in KM projects. Internal leadership has been found to be a crucial antecedent for engaging KWs in these KM processes. This concept paper addresses the problem of how leaders can more effectively engage KWs in Knowledge Management activities. Although there is substantial research to indicate that transformational leadership has a global association with increased innovation and KM, there remains little theoretical development of which specific transformational leaderships are important. The paper draws on the transformational leadership theory to analyze how the specific transformational leaderships of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration, uniquely foster subordinate engagement in specific activities that support KM propensity. The paper concludes with a conceptual model that enables theoretical development and testing of the discrete effects of transformational leaderships on KM success.

Keywords: knowledge management success, knowledge workers, transformational leadership

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