

A Structural Model for Knowledge Management in educational offices of Mazandaran Province based on leader ship style (Transformational and transactional) and organizational climate

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ABSTRACT

The purpose of The Research is a structural model based knowledge management leadership style (transformational and pragmatic), and organizational climate in public education in the Mazandaran province.

The method of research was Correlative focused on causal relationships with the aim application. Community consisted of 1788 including all the (personnel) departments of education in the province and the city was in the year 91 and 92 were employed in the formal institutions. The method of the sampling was relatively simple randomly and the volume of samples by use of Kerjesy and Morgan tables were 314 persons. The collecting of the data was three standard questionnaires, knowledge management, leadership styles and organizational climate. Validity was, content validity And reliability of the questionnaire respectively, the Cronbach's alpha for knowledge management, 0/94, transformational leadership style 0/91, pragmatic leadership style 0/78 and organizational climate, 0/86. The results of path analysis showed that the most pragmatic and changing organizational climate and leadership style transformational leadership style has the least impact on knowledge management. Among the components of transformational leadership style, perfection-oriented component behavior and encourage mental effort most effective and least effective component-oriented behavior in knowledge management is perfection. The action-oriented leadership style components, component-based active leadership exceptions based on the exceptions to maximum effect and minimum passive component leadership in knowledge management and the impact of organizational climate observation component of the perturbed component of making maximum impact and minimum impact have the knowledge.

KEY WORD: Knowledge Management, Transformational leadership, pragmatic leadership, organizational climate

1. INTRODUCTION

The most fundamental characteristic of intelligent organizations in the 21st century, is the emphasis on knowledge and information. Knowledge is a powerful tool that can change the world and makes innovation possible. Today, in the era of rapid development of science and technology that the overall landscape of education is changing, managers' and employees' knowledge, information, techniques, principles and instructional strategies, is not sufficient alone; rather, organize, and using of timely and appropriate information in training, is mandatory and binding; in other words (more scientific), knowledge management can be considered as growing software movement and knowledge production in education organization and schools in Info century, a management that begins organizing, retrieval, transfer and diffusion of knowledge from the education department and school, and uses staff and students' Intellectual capital by the strategic incentives and speeds the life cycle of knowledge (that provides the basis for organizational learning) in society (Bidokhti et al, 2011).

Culture and organizational climate as much as it affects business organizations, also are social systems in the educational organizations. Training places that form the basis of organizations have the atmosphere of its own; Indeed, organizational climate is a requirement for the successful of knowledge management. Climate represents the beliefs, values, norms and social customs and has observer on the behavior of individuals in organizations. In general, a supportive atmosphere and culture for knowledge management, it is that value to the knowledge and encourages its sharing, creation and use. The biggest challenge in knowledge management efforts is in the development of this atmosphere. In addition to organizational climate, one of the other requirements of knowledge management in organizations is leadership styles. Today, research has shown that using of new style of leadership by managers, as pragmatic and transformational leadership style, makes their success in achieving knowledge management, further. Today organizations have come to the conclusion that they can use their intellectual capacity to improve organizational performance with the implementation of knowledge management. However, effective implementation of knowledge management requires attention to infrastructure, leadership styles and organizational climate as key factors that have the role of the catalyst and lead to facilitate and its capabilities (Rahimi & Najafi, 2007).

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2. PROBLEM STATEMENT

In the third millennium, in an era that the perspective ((knowledge is power)) has been replaced with the perspective ((sharing knowledge is power)), Knowledge Management is discussed as a strategic need for educational organizations; era elders believe that organization's most important assets are its intelligent and wise employees who lead their organizations to competitive advantage by share their knowledge as knowledge capital and by the processes creation of new organization, new technologies (Davenport et al, 1998). In fact, the rate of exploitation of human and organizational Knowledge by organizations and communities, guarantees long-term Superiority for them. But one of the major challenges in many organizations is that most managers have no evaluation and adequate and appropriate information about the situation and the rate of knowledge in organizations due to not understanding the scientific aspects of functionality Knowledge in the organization. Managers teach their colleagues, enough; employees learn many things but they do not convey the experience that have gained; for each question there is a Chartered in organization, but hardly anyone knows how to find him; everything is documented as a basis, but there is no access to the stored knowledge in proper time; intelligent individuals are recruited and employed, but after several years, organization loses them in favor of other competitors; all are encouraged to share knowledge, but key people hold the sensitive knowledge for themselves; this condition will cause that can never answer two fundamental questions : 1- What is Knowledge-based capital in the organization? 2- How should this investment be managed within the organization? while the optimal use of existing knowledge is not done. However, the establishment of effective management of knowledge is one of the most important tools to achieve proper knowledge in this area, by focusing on solutions that encompasses the entire of organization (Hales, 2001).

With attitude to Importance of knowledge management, researchers looking at educational institutions, especially the Mazandaran province's education because scientific and empirical evidence indicates that Knowledge management in this organization that can also be named as a knowledge based organization, not only isn't desirable but is considered to be a missing link and lack of the necessary pattern for knowledge management has caused that the organization Knowledge wouldn't have discipline and required performance; and with exit of the people from organization (retirement, medical isolation, etc.), their knowledge can easily be taken out of the educational system circulation. leadership style (transformational and pragmatic) and organizational climate are the factors influencing knowledge management; although about the relationship between leadership style and organizational climate researcher is faced with numerous research, but it probably can not be argued that is there relationship between leadership style (transformational and practical) and organizational climate with knowledge management in the education of Mazandaran province?, This study seeks to find answers to the questions that is there relationship between leadership style (transformational and practical) and organizational climate with knowledge management? And also which is the appropriate structural model for knowledge management in education of Mazandaran province based on the leadership style (transformational and pragmatic) and the organizational climate?

3. LITERATURE REVIEW

3.1. knowledge management

Knowledge is the first strategic resource for organizations in the 21st century. Researchers and scientists are trying to figure out how to effectively collect and manage knowledge resources; so it can be used as a competitive advantage (Paul Olukpe, 2012). (What is the knowledge?) is one of the questions that humans have ever been involved with it. This question has occupied the minds of philosophers for centuries (Seifollahi & Davari, 2009). Precise definition of knowledge is difficult due to the ambiguous and non-tangible nature of it. What is considered as the knowledge of a person's view, might be considered as information from another person's view. Definition of knowledge, should be included three concepts at least; first it should be noted that knowledge is greater than Data and Information. Second, it should describe the tacit and explicit nature of knowledge and finally, it should describe the personal nature of knowledge (Suri Babu, 2013). Knowledge, is a complex, unstable and multi-dimensional phenomenon and for better management, it is necessary to understand the characteristics surrounding. Seems necessary and important to separate different types of knowledge in management and its application in organizational framework, effectively. The most popular category of knowledge that is presented, has divides it into two parts, explicit knowledge (explicit) and tacit knowledge (implicit). They have likened total knowledge resources to the iceberg; that it's evident part is Explicit knowledge. Explicit knowledge is more easily, understandable, Controllable than tacit knowledge. Explicit knowledge is unambiguous and the codified; however, tacit knowledge, seems to be more subtle and personal (Politis, 2012). Knowledge Management is a goal and a process, jointly that acts as a result or a goal in order to sharing information in organization (Clarke & Rollo, 2003). Another definition states that: Knowledge management is a broad process that focus on the identification, organizing of transferring and correct use of internal organizational information and experiences and it's the way that organizations create, capture, classify, modify, share and publish the knowledge. Knowledge management is the process which helps organizations to identify, select, organize and look forward important information and skills that can be considered as organizational memory and typically are not organized. This enables organizations for problem solving, dynamic decision making, strategic planning learning efficiently and effectively. Knowledge management emphasizes on

identify knowledge and its presentation as well as a formal method that can be shared and thus can be used again (Feizi, 2002).

Four Key Usage of knowledge management is based on a model that first, knowledge considers the knowledge management as knowledge sharing in the organizations, so that any individual or group understand knowledge with sufficient depth. These four applications are: (Farapatoli, 2009).

- 1- Intermediation
- 2- Making interior
- 3- Making exterior
- 4- Recognition

Factors that are discussed as success factors for knowledge management are as follows: Technology, processes, people, strategic commitment.

3.2. Leadership

Leadership as an agent, power, and actual or potential force which managers and leaders use it by leveraging and with creating confidence in their followers to achieve the desired goals (Both organizational and group). Now, in the third millennium, leadership is the cornerstone of any organization and organizations are looking for a new style to succeed (Beiginia, 2013). Leadership is a effective process that helps groups and individuals are willing to set goals. Especially that this target will be a public and common goal. Leadership is a diffusion process in activities of an individual or group in order to attempt to reach a target in a Specific situation. From this definition of leadership, we conclude that the leadership process is a function of these variables: Leader, Following, location. Therefore, the leadership means reaching the goals with the help and by others (Hersey & Blanchard, 1998).

Leadership style is the following: Continuous behavioral patterns that people use it when working with him and by others and can be understood by the people (Sherry, 2012).

Leadership perspectives have been transformed in different stages. This development initially began in 1930 with a other approach and leadership qualities; then, continued by behavioral and contingency approaches in the 1950s and 1970s. The most recent step in this transformation presented by Brayman (1922), under the new leadership perspectives. The beginning of this transformation was by Barns (1978) with two separate forms of pragmatic leadership and Modifier (was renamed to transformational leadership by boss) (Saatchi & Azizpour, 2005).

Leaders motivate followers to achieve their maximum potential for reaching to team goals in transformational leadership and makes them want to satisfy higher-level needs (Success, competence, and Self recognition) (Tunmer, 2005). However, pragmatic leadership style is a style which leaders interact with their followers with traded and leader will grant to the followers symbolic and material rewards to the followers for their work and loyalty (Bass & Avolio, 1995).

3.3. Organizational Climate

Ch'en & Lin (2004) believe that, organizational climate plays an important role in forming Employee behavior and in influence on their understanding of Knowledge Management. Companies can encourage employees to think freely and share their ideas and opinions openly and search unusual options through informal atmosphere and heuristic. New organizational knowledge is initially produced by people and members has more inclined to work together to share and develop tacit knowledge when there is a climate of collaboration in companies and try to develop mutual learning and performance (Chen Chung-Jen, 2010).

The best way to understand the impact of organizational climate characteristics is that individuals' respond to the environment is due to their inferred of near elements in the environmental living space, basically. Components of the environment are farther. For example, organizational characteristics have a negative impact and could directly affect on the response of individuals. Especially if the organizational features are very prominent and eye-catching. In general, however, the general features of the environment have indirect impacts on individuals through forming to the closer components understanding. Organizational policies and procedures provide explicit and implicit messages included Attitudes about the role of organizations toward the allocation of opportunities to employees (Westin, 1992).

4. Previous research

Judis Vlschen (2012), In the study have examined the effects of intrinsic motivation in organizational knowledge sharing in order to knowledge management that research findings indicate that self-efficacy, significant and important incentives intended to share knowledge, attitude towards knowledge sharing, providing insight into the motivation of employees to share knowledge and strategies to increase knowledge sharing have a large influence on knowledge management the organization.

Afzalyan (2013) has been studied the investigating Knowledge Management in Education system of Iran. The research methodology is descriptive survey and statistical population is all professionals in the education system. Sample size based on targeted sampling system was 120 persons, Instrument for data collection is questionnaire with the reliability of 90%. Analyzing of data in this study was both descriptive and inferential statistics and have been made the t-test and Friedman. Results of this study indicate that from the factors influencing on knowledge

management, knowledge storage, knowledge and application of information technology are at a favorable level but factors such as knowledge creation, knowledge sharing, organizational culture and human resources have been evaluated at a undesirable level and Furthermore, results have shown that status of knowledge management in the education system is not perfect.

Bejan David Analoui and et al (2013) have done research as the leadership and knowledge management In England organizations, the statistical sample were 111 persons of managers of information and communication technology organizations in the England. Key findings of the study indicate that when knowledge managers in organizations adopt and operate transformational leadership style, occurs Significant increases in knowledge management activities.

Crawford (2012) has done the research at the University Fvrs about the Investigate the relationship between knowledge management and transformational leadership on a sample of 845 people that Results of this study indicate that behaviors of knowledge management may affect the overall level of transformational leadership and in total, these two components are interdependent.

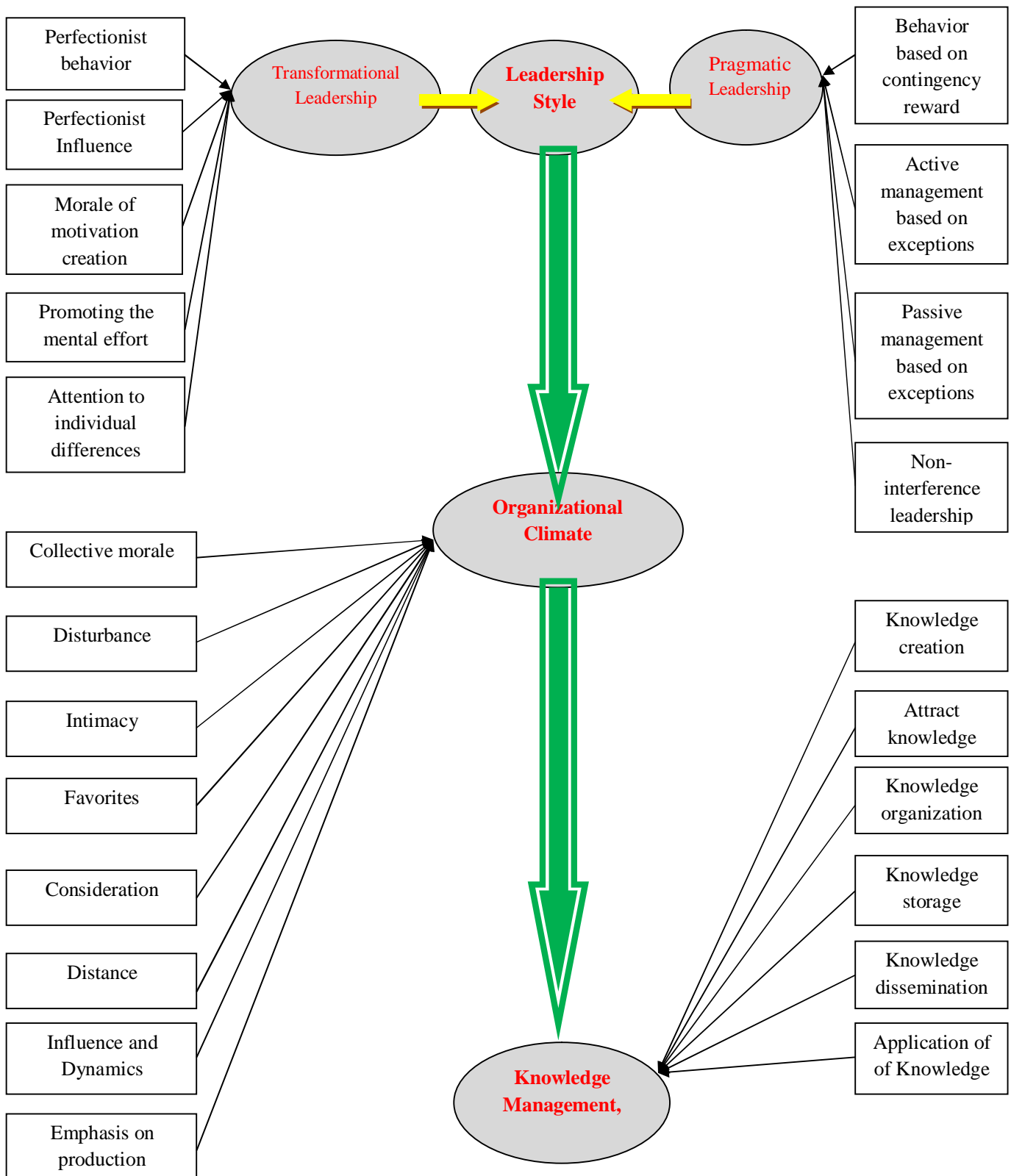
Moshabbaki and Andalibi Ardakani (2011) have done a research relating to study the effect of leadership styles on targeted organizational forgetting at knowledge management on managers and assistants on private hospitals in Tehran. The findings showed that transformational leadership style than pragmatic leadership style have most influence on targeted organizational forgetting and among the components of transformational leadership, encouragement to mental efforts have most influence on a leader's transformational orientation.

Zahedi (2010) has done a research in order to investigate the relationship between pragmatic and transformational leadership style and knowledge management in education in Tehran. Statistical population of this research were involved all staffs of education in Tehran and with simple random sampling were selected 200 staff in 19 districts of Tehran's education. The results show that the correlation between transformational leadership style dimensions and knowledge management is 0/63 and at high level. coefficient of determination indicates that 40 percent of the variation in the dependent variable of knowledge management are covered by the independent variables of transformational leadership style and the amount of beta of regression is significant for variable of influence of perfectionism 0/3 and for the variable of individual differences 0.28 and the correlation between dimensions of Pragmatic leadership style with knowledge management is 0/61 and at the high level. The coefficient of determination indicates that 37 percent of the variation in the dependent variable of knowledge management are covered By the independent variable of pragmatic leadership style and the amount of regression for variable of active management based on exceptions is 0/44 and for variable of management based on Contingency reward is 0/25.

Jasimuddin and Zuopeng (2013) have done a research as the strategy for knowledge management and organizational culture and concluded that successful integration strategy based on an organization's culture can lead to an easy proliferation of knowledge in organization but the problem is imitated by competitors. Optimal strategies of knowledge management through organizational culture could be to maximize organizational profit, Therefore results of this study are good practical tips for adopting an appropriate knowledge management strategy for the exploitation of knowledge in organizations.

Zinalifard and Hoseini (2012) analyse the study about the relationship between knowledge management and organizational climate from the perspective of the professors of Kerman University. Statistical population consists of all professors of Shahid Bahonar University and sampling was performed through orderly classification of the professors of various disciplines which 50 people were selected as the sample. In this study in order to gathering the data were used questionnaire of knowledge management and organizational Culture and to analyze data were used analytical descriptive method. The results of this descriptive study was conducted into the surveying method shows that There is a positive correlation between knowledge management and organizational climate. The results indicate that organizational mission have the highest correlation coefficient and knowledge generation have lowest correlation coefficient.

5. Conceptual model



6. Research questions

- Main questions:

- Is there relationship between leadership style (transformational and practical) and organizational climate with knowledge management in education of Mazandaran province ?
- What is the structural model of knowledge management based on leadership style (transformational and pragmatic) and organizational climate in education of Mazandaran province?

- Sub-questions:

- Is there relationship between leadership style (transformational and practical) with knowledge management in education of Mazandaran province ?
- Is there relationship between organizational climate with knowledge management in education of Mazandaran province ?

7. Research Methodology

7-1- Research methodology and data collection methods

In this study since the relationship between the variables is measured and its main purpose is to determine whether there is a relationship between transformational leadership style and organizational climate and knowledge management? and on this basis proposed the model it is correlation type with practical purpose.

To collect information related to research literature and theoretical literature of the topic is used books, Persian and English articles, Internet sites, thesis and etc. Methods of data collection in this study is based on theoretical principles of standardized questionnaire that is for responding the staff of office education that in addition to the general information is included three questionnaires. General information is included gender, marital status, education level, scope of work and work experience.

7-2- population and sample

Sampling method according to the population of Education Office of Mazandaran Province is simple relatively random sampling and for this purpose researcher has attempted to distributed questionnaire in all offices. The sample size of population ($n=1877$) by using of sample size Table of Morgan was determined 314 people.

7-3- The method used for data analysis

To describe the data were used descriptive statistics and tables of one-dimensional (Frequency and percent for nominal and ordinal scales, mean, median, standard deviation, skew, elongation and the lowest and highest, indices of central tendency and dispersion for interval scales and charts for clarifying information) for answering the questions were used inferential statistics to obtain the relationship between the variables were used the multiple regression test (multivariate) and to measure the number of each of the variables was used Factor analysis with Varimax method. The software of LISREL is used to measure the research theoretical model and the Mean Error root of approximation squares (RMFE) index and Goodness of fit index (GFI) index. All tables and charts and descriptive research hypotheses testing is obtained with by using SPSS and LISREL.

8. Statistical analysis and hypothesis testing

8.1. Descriptive analysis of research data

Table 1. Descriptive characteristics of variables

variables	Mean	Standard deviation	Variance	Range	Minimum	Maximum
Knowledge Management	62.00	1.29	166.71	67.00	29.00	96.00
Organizational climate	84.96	1.06	114.02	52.00	55.00	107.00
Transformational Leadership	53.15	9.56	91.48	52.00	21.00	73.00
Pragmatic leadership	52.15	8.14	66.40	52.00	28.00	80.00

As you can see in the above table, the mean of Knowledge Management is equal to 62 with 1.29 SD; the lowest score of "knowledge management" is 29 and the highest is 96. Therefore, the range of scores is 12. Knowledge management score of most people is equal to 65. The mean of Organizational climate is equal to 85 with 1.06 SD; The lowest score of "organizational climate" belongs to those who have won 55 score and the highest score belonged to those who have earned a score of 107 and the total score is equal to 2668. Therefore, the range of scores is equal to 52. Most organizational climate score is equal to 79; and also, the average of 'Transformational leadership is equal to 53 with 9.56 SD. The lowest score of "Transformational Leadership" belongs to those who have won 21 score and the highest score belonged to those who have earned a score of 73 and the total score is equal to 16691. Therefore, the range of scores is equal to 52. Transformational Leadership score of most people is

equal to 59. The mean of Pragmatic leadership is equal to 52.15 with 8.14 SD; the lowest score of " Pragmatic leadership " belongs to those who have won 28 score and the highest score belonged to those who have earned a score of 80 and the total score is equal to 16377; therefore, the range of scores is equal to 52. Pragmatic leadership score of most people is equal to 53.

8.2. Deductive analysis of research data

Main question: Is there relationship between leadership style (transformational and practical) and organizational climate with knowledge management in education of Mazandaran province?

To answer this question, regression analysis is used for research. Regression equation has come in the table below.

Table 2. The rate of correlations between variables

correlation coefficient	Coefficient of determination	Adjusted Coefficient of Determination	Standard error of estimate
0.71	0.50	0.49	9.13

Above table shows correlation coefficients, squared correlation coefficient or coefficient of determination. So that the rate of correlation between above variables is 0.71 and the upper surface; also the coefficient of determination indicates that 50% of the variation in the dependent variable of knowledge management are covered by a set of leadership style (transformational and pragmatic) and organizational climate variables.

Table 3. Anova table to determine the Significant level

	Sum of squares	d.f	Mean square	F	Significant level
Regression	26298.15	3	8766.05	104.99	0.000

Significant levels presented in the above table due to the F value (equal to 104) is less than 0.01 and indicates that the model is confirmed and independent variable is able to predict the dependent variables.

Table 4. Coefficients rate of the independent variables based on standard and non-standard rate

independent variables	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	Standard error	Beta		
Constant amount	-13.99	4.79		-2.91	0.004
Transformational leadership	0.35	0.06	0.26	5.27	0.000
Pragmatic leadership	0.10	0.06	0.06	1.63	0.104
Organizational climate	0.60	0.06	0.50	10.15	0.000

the Beta rate for transformational leadership variable in predicting the dependent variable is equal to 0.26 and the Beta rate for Organizational climate variable in predicting the dependent variable is equal to 0.50. Pragmatic leadership variable doesn't have a significant level. In other words, Knowledge Management is incremented by increasing of the leadership style variable (transformational and organizational climate).

- **The first sub-question:** Is there relationship between leadership style (transformational and practical) with knowledge management in education of Mazandaran province?

To answer this question, regression analysis is used for research. Regression equation has come in the table below.

Table 5. The rate of correlation between transformational and pragmatic leadership style and knowledge management

correlation coefficient	Coefficient of determination	Adjusted Coefficient of Determination	Standard error of estimate
0.58	0.33	0.33	10.53

Above table shows correlation coefficients, squared correlation coefficient or coefficient of determination. So that the rate of correlation between above variables is 0.58 and the upper surface; also the coefficient of determination indicates that 33% of the variation in the dependent variable of knowledge management are covered by a set of leadership style (transformational and pragmatic) variables.

Table 6. Anova table to determine the Significant level for transformational and pragmatic leadership style

	Sum of squares	d.f	Mean square	F	Significant level
Regression	17689.79	2	8844.89	79.75	0.000

Significant levels presented in the above table due to the F value (equal to 79.75) is less than 0.01 and indicates that the model is confirmed and independent variable is able to predict the dependent variables.

Table 7. Coefficients rate of the independent variables (transformational and pragmatic leadership style) based on standard and non-standard rate

independent variables	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	Standard error	Beta		
Constant amount	14.16	4.51		3.13	0.002
Transformational leadership	0.73	0.06	0.54	11.32	0.000
Pragmatic leadership	0.17	0.07	0.10	2.23	0.02

The Beta rate for transformational leadership variable in predicting the dependent variable is equal to 0.54 and the Beta rate for pragmatic leadership variable in predicting the dependent variable is equal to 0.10. In other words, Knowledge Management is incremented by increasing of the leadership style variable (transformational and Pragmatic).

The second sub-question: Is there relationship between organizational climate with knowledge management in education of Mazandaran province?

To answer this question, regression analysis is used for research. Regression equation has come in the table below.

Table 8. The rate of correlation between organizational climate and knowledge management

correlation coefficient	Coefficient of determination	Adjusted Coefficient of Determination	Standard error of estimate
0.67	0.44	0.44	9.60

Above table shows correlation coefficients, squared correlation coefficient or coefficient of determination. So that the rate of correlation between above variables is 0.67 and the upper surface; also the coefficient of determination indicates that 44% of the variation in the dependent variable of knowledge management are covered by a set of organizational climate variable.

Table 9. Anova table to determine the Significant level for organizational climate

	Sum of squares	d.f	Mean square	F	Significant level
Regression	23406.91	1	23406.91	253.80	0.000

Significant levels presented in the above table due to the F value (equal to 253) is less than 0.01 and indicates that the model is confirmed and independent variable (organizational climate) is able to predict the dependent variable (knowledge management) .

Table 10. Coefficients rate of the independent variables (organizational climate) based on standard and non-standard rate

independent variables	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	Standard error	Beta		
Constant amount	-6.80	4.35		-1.56	0.11
Organizational climate	0.81	0.05	0.67	15.93	0.000

The Beta rate for organizational climate variable in predicting the dependent variable is equal to 0.67. In other words, Knowledge Management is incremented by increasing of the organizational climate variable .

9. DISCUSSION AND CONCLUSIONS

In today's complex and dynamic business environment, thirst for knowledge is a wider range and depth day by day. The knowledge that is changing rapidly and is publishing outside the organizations. Information technology and the internet has also created new challenges in creating, maintaining and knowledge management. On the one hand the emergence and spread of information management and knowledge management indebted studies and studies and research conducted in the field of organization management and on the other hand result of trending of leading organization to the establishment of these systems and their efforts is to correct and implement these systems in practical terms with conditions and requirements of internal and external environment of the organization.

Considering the importance of knowledge management, the proposes of this research is the presentation a structural model of knowledge management based on leadership style (transformational and pragmatic) and organizational climate in public education in the Mazandaran province. The research have two main questions and two sub-questions that respectively are: (Main question): 1. Is there a relationship between leadership style (transformational and pragmatic) and organizational climate with knowledge management climate in public

education in the Mazandaran province.2. What is structural pattern of knowledge management based on leadership style (transformational and pragmatic) and organizational climate in public education in the Mazandaran province? (sub-questions): 1. Is there a relationship leadership style (transformational and pragmatic) with knowledge management in public education in the Mazandaran province?2. Is there a relationship between organizational climate and knowledge management in public education in the Mazandaran province?

The first finding of this study is that there is a significant relationship between leadership style (transformational and pragmatic) and knowledge management and the rate of relationship between variables is in the high level. Also the coefficient of determination indicates that 33 percent of the variation in the dependent variable of knowledge management are covered by a set of variables of leaderships style (transformational and pragmatic). The second finding in this study is that there is a significant relationship between organizational climate and knowledge management and the correlation between them is high. The coefficient of determination indicates that 44% of the variability of knowledge management is covered by a set of climate variables. The third finding of this study is that there is significant relationship between the leadership style (transformational and pragmatic) and organizational climate with knowledge management and the correlation between them is high. The coefficient of determination indicates that 50 percent of the variation in the dependent variable of knowledge management are covered by a set of variables of leadership style (transformational and pragmatic) and organizational climate. The findings of this research is consistent with findings of Bejan David Analoui(2013), Crawford(2012) and Judis Vlschen (2012).

10. Recommendations based on research findings

- According to the first question, it is recommended that managers with transformational leadership style will pay more attention to two components of behavior of perfectionist and encourage to intellectual efforts and managers with a pragmatic leadership style to the component of active leadership based on exceptions by the severity of their impact on knowledge management too. Since between transformational leadership style and pragmatic leadership style, pragmatic leadership style has the most relationship with Knowledge Management in public education in the Mazandaran province, it is proposed with employing managers which have pragmatic leadership style could be helpful to improve knowledge management in public education in the Mazandaran province.

- According to the second question, it is recommended that since the organizational climate is directly related to knowledge management, managers has paid special attention to the atmosphere of organization and also managers should pay special attention to the component of consideration because this component has maximum severity of integrative.

- It is recommended to be acting for strengthening the knowledge management of education by putting proper training courses for officials of education in relation to leadership styles in particular transformational and pragmatic leadership style and organizational climate and examining their impact on knowledge management, because according to the findings, the researcher believes that using the results of research can be forwarded more rapidly the education in relation to knowledge management.

11. Suggestions for Future Research

- Identification of the structural barriers for implementing knowledge management in education
- Presentation of model of knowledge management based on intellectual capital and organizational culture
- Presentation of model of knowledge management based on managerial style of managers
- Investigate and explain infrastructures of knowledge management in public Education
- Assessment of predisposing factors for knowledge management in public education

12. Constraints of research

- Some respondents did not believe their importance views and their reflecting in future planning for knowledge management.
- The lack of cooperation of the participants in filling out the questionnaire because they feel that this is a threat to them.
- Reluctance and lack of cooperation by senior officials at the Department of Education to implement the questionnaire in the department of managing Such a way that were not even willing to fill out the questionnaire.

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