

## **The Influence of Transformational Leadership on Knowledge Sharing in Iraq's Public and Private Higher Education: A Comparison Study**

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**Abstract :** Transformational leadership (TL) has been found to have an important influence on knowledge and knowledge management (KM). It can contribute to organizational learning, employees' creativity, encourage followers to participate in educational programs and develop the skills needed to achieve exceptional performance. This research sought to examine the impact of TL on knowledge donating and collecting and the differences between these impacts in public and private higher education institutes (HEIs) in Iraq. A mixed method approach was taken and 580 valid responses were collected to test the causal relationships between the factors, then 12 interviews were conducted with the leaders of HEIs to give more insight of the findings from quantitative stage. Employing structural equation modelling with AMOS v.24, the research found that TL would be ideal in an educational context, promoting knowledge sharing activities in both sectors. The interviews revealed differences between public and private HEIs in terms of the effects relationships. Guidelines are developed for academics as well as leaders and provided evidence to support the use of TL to encourage knowledge sharing activities within higher education in developing countries particularly Iraq.

**Keywords :** transformational leadership, knowledge sharing, higher education, multi-group

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