Developing Knowledge through Dimensions of Visionary Leadership: An Exploratory Study of the Opinions of a Sample of Academic Leaders at the University of Tikrit

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Abstract
The research aims at highlighting the role of leadership dimensions in the development of knowledge based on the dimensions that have a direct impact on the development of knowledge, from vision to empowerment. The research community represents a sample of 50 individuals, who are faculty mayors, their assistants, and heads of scientific departments to represent the research community correctly, using the resolution researchers, which is the main tool for the research of data collection using the analytical method. The research has reached a key conclusion: There is a moral impact on each dimension of leadership vision in knowledge development (Empowerment, seeing, communications) and the researchers at the University have therefore recommended that the three dimensions of knowledge development be addressed, which in turn leads to a higher level of the research organization and provide the appropriate environment for applied it.

1. Introduction

Theoretical studies have suggested that the paradigm of leadership influences organizations that seek to develop knowledge through their dimensions of vision, empowerment, communication. These organizations need a successful management leadership that has the same characteristics as the organization, which is seeking to develop knowledge in terms of the capacity to adapt and change to developments in today's world. There must therefore be a kind of relationship between leadership and personnel working in organizations and the emergence of a visionary leader capable of employing his or her cognitive and behavioral capabilities in the organization and in cooperation with personnel working through human resources practices leading to the development and efficiency of the organization [1].

The present research has been based on the foregoing to present a model image of educational organizations regarding the role of leadership vision dimensions in developing knowledge through a philosophical and practical dialog in one of the Iraqi educational organizations (University of Tikrit), and to cover the research set, the first included its methodological framework, while the second contained its cognitive framework. The third went to its practical side and the fourth concluded with conclusions and proposals [2].

Educational organizations in general and the educational organization in question, especially today, need some kind of academic leadership capable of adapting to the changes of the external environment by providing an ideal educational environment capable of responding proactively to rapid changes. These include leadership vision, empowerment and communication, the ability to develop knowledge, which can be achieved only through the availability of elements of these leadership, and organizations seeking to develop their knowledge: Organizations that have the capacity to use all their actual capacity and focus that mental power to better carry out their functions and operations. The objectives of research are to highlight the role of leadership insights in the development of knowledge in the organization in question. The importance of this research is also that it helps leaders in educational organizations to know what dimensions have a direct impact on knowledge development, and how to optimize it in order to improve the organization in question and reach its goals. In addition, to provide a conceptual framework for the vision leadership concepts, to develop knowledge and to describe their dimensions and diagnosis in the organization in question, and to come up with a set of conclusions through which to make the necessary recommendations and suggestions [3], [4].

This study is importance because the variables studied is a matter of concern, and this can be seen in the theoretical review. importance is represented as a theoretical framework in the two subjects of research. In its first part, it addressed the leadership of vision as an important administrative subject, by highlighting the most important of the literature on the subject of the Insights leadership, which the researcher has been able to obtain, as well as clarifying the importance of these leaders, and on the subject of developing knowledge through clarifying its concept and importance. Its dimensions, through this presentation of research variables, can benefit researchers interested in these variables. As it includes the details of the correlation between the two research variables, which can enhance theoretical significance on the one hand and help serve the research field.

2. Literature review

2.1 Knowledge Framework

Knowledge was defined as: "All mental processes in the individual; from the perception, learning, thinking and judgment issued by the individual and interacting with his own world [5]. It is also known as a series or a hierarchy that starts with data. We obtain from the cumulative and specific information a specialized knowledge of a particular subject. The above is a statement that knowledge is the product of the processing and specialization of information in a given topic. Through your knowledge, learning, understanding and thinking about the surroundings of the organization [6].

Knowledge is characterized by several characteristics as follows [7], [8]:

1. The ability to generate knowledge: Some institutions have intellectual fertility by the distinct individuals that own them, because those privileged can create, generate, and sustain knowledge.

2. Knowledge can die: Just as we generate knowledge, it also dies; few individual knowledge that is recorded in books or periodicals; some knowledge dies of the death of its owner and some others die of replacing old knowledge with new ones.

3. Knowledge of ownership: That is, knowledge of high value can be owned, and that some institutions adhere to such knowledge by patenting it.

4. Knowledge is rooted in individuals: Not all the knowledge of the institution is straightforward and visible, but most of it is in the brains of its workers.

5. Storability: An organization can store its knowledge in documents, tapes, on a computer.

6. The applicability of knowledge: That is, knowledge can be embodied in its work by its owner.

7. Knowledge is not depleted (non-transferable): The use of knowledge does not lead to its entry into force, even if it is transferred to other individuals, it will not be lost, but, on the contrary, it will increase its knowledge by sharing knowledge with workers.

8. Knowledge Reproduction: If an organization can store the knowledge on which its workers are available, it can make multiple copies at low cost.

2.2 Second requirement: Visionary Leadership

The Concept of Visionary Leadership

Many definitions have been given to explain the concept of visionary leadership, since he knew both [9]. Leadership vision is the process of influence of the leader by working in a spirit of understanding among them to develop a long-term vision through the leader's correct forecast in the future, either [10]. Visionary leadership has demonstrated that it is one of the new approaches to the current environment and that its effectiveness lies in the vision and future ideas that its leaders hold in building ideas and participating in decision-making between the president and subordinates, which creates a common vision for reading the future. The visionary leadership has the capacity to turn dreams into reality by bringing out the potential of humanity and building a spirit of challenge to the current situation and the need to renew them for the better [11] [12]. To visionary leadership as the creation of a clear and workable vision that will guide the Organization to improve its current situation.

The vision leadership is as a process through which the leader can articulate the vision of the organization, connect it to the individuals who work with it, become emotionally engaged and use it in their daily work to achieve the vision of the Organization. [13] referred to leadership vision as the ability to develop and develop an effective strategic vision consistent with the organization's objectives, clear and visible values, guidelines and high expectations that balance the needs of stakeholders as promised [14] the two dimensions (ideal ideas, physical reality). The leader has a role to play not only in formulating the vision but also in delivering it and providing the necessary means to implement it. This requires a distinct ability and characteristics that depend on the knowledge of the leader who can develop a vision in a rational, objective or intuitive, subjective way, and the credibility of that vision that fits the reality. According to the above, the researchers believes that the vision leadership is one of the most successful leaders in the organizations because of its ways New and vision that accurately reflects its capabilities to what the Organization will be in the future by recognizing and reflecting future challenges and putting the possibilities beyond them.

Visionary leadership is important by focusing on improving the organization's performance by communicating with and sharing its environment The organization, in accordance with their own vision, is chosen in a creative way rather than in communication styles that you find effective in communicating and understanding who follows the vision of the organization [15] [16].

The importance of visionary leadership through actual and practical reality and in terms of the tasks and applications of its leaders can be summarized according to the views of writers and researchers by:

1. Working people as well as senior management are interested in the success of their organization and in ways to develop their performance by diagnosing and solving problems, thus becoming fully and automatically aware of the responsibilities and duties of their work [17]–[19].

2. Makes working individuals more able to implement the target plan in conjunction with the organization's strategy.

3. The unity of language and purpose is achieved through the integration and interrelationship of the parts of the Organization, which is the result that management, by vision, addresses all administrative and operational levels. A shared vision of the administrative and operational machinery is the development of self-control. When this vision prevails

The vision of the visionary leaders is beyond their current status as they create a vision for the future, thus achieving that vision that is realistic, reliable and attractive, and focusing on generating ideas that will enable them to reach the future based on the current situation of the organization [20]. One study found that the insights of the leadership that subordinates have evaluated in 53 countries are as follows [4], [21] [22], [23].

1. The leader is optimistic and confident about the Organization's capabilities. It must be credible and credible, and it is based on it to fulfill its promises.

2. To be courageous, by being confident and advised and able to inspire others to show confidence in them.

3. To operate with incentives and incentives, mobilize and activate workers. And to motivate others to make efforts above and beyond the call for duty and to make personal sacrifices

4. Be mobile, active, motivated and motivated. And have the ability to persuade individuals to act as a team.

5. It shows the long-term outlook for the future and expects possible future events. Plan ahead, anticipate and prepare in advance.

6. Be knowledgeable and aware of information. It is very much in touch with others

7. Be able to coordinate work between subordinates. And to deal as it is true or just.

8. Be administratively skilled and able to plan, organize, coordinate and control the work of a large number of individuals.

In his personality there are two of the most important characteristics of visionary leadership:

1) Mental abilities for example (visualization, patience, imagining, Knowledge.)

2) He enjoys a range of psychological and social matters, such as (reaching and extrapolation of results)

Fourth: Innovation of Leadership Vision

Visionary leaders rely on innovation in visionary organizations, and five perceptions of leadership begin to set the stage for how an individual becomes a leader as follows [24], [25].

1. Leadership does not arise from the position, If the power of office is used, it means hierarchical, not leadership, to effect change.

2. Leadership is demonstrated by actions and actions that match what has been spoken.

3. The necessary condition for leadership is to have genuine follow-up and this is achieved through the relationship between the leader and potential followers when they meet their needs for credibility and inspiration and efficiency.

4. Visionary leadership invents a meaningful leadership organization and one cartoon feature with many followers is not a visionary leadership.

In line with the objectives of the research and to test its outline, a set of main and sub-hypotheses have been developed and presented as follows:

H1: There is a moral correlation between the dimensions of leadership and the development of knowledge in the organization in question.

H2: There is a moral influence on the dimensions of visionary leadership in the development of knowledge for the organization in question, and the following hypothesis is subsection:

H2a: There is a moral impact for each dimension of leadership that is visionary in knowledge development. (Enable, View, Communications)

H2b: There is a meaningful influence of the visionary leadership variable in the first dimension of knowledge development.

3.   Method

Research has adopted the descriptive approach to identifying the areas of interest of individuals who are researched about the dimensions of leadership vision and knowledge development in the organization under consideration.

3.1 Dimensions of Leadership Vision

The first dimension of leadership vision is the empowerment. Empowerment is the participation of the Organization's lower and higher decision-making levels, and accordingly the Commander is granted part of the powers to those at lower levels to reduce their supervisory pressure and to provide a detailed vision of the Organization, through the organizational structure the Commander can simply distribute his powers. The definition of empowerment agrees with [9], [11] as a form of decentralization that includes giving executive heads authority to decision-making. Empowerment is to give personnel working in organizations the responsibility for product improvements and the authority to make changes to achieve them with high force to achieve the organization's goals. Empowerment is a process that involves a range of administrative and psychological practices among the labor parties, in a way that requires them to share power, to participate by force, to benefit from knowledge and information, and then to establish the idea of rewards in order to create conditions of satisfaction among workers and customers. Based on the above, the researcher considers that the idea of empowerment is based on that decision-making authority that must be shared or delegated to employees to ensure that they respond directly to environmental changes surrounding a business environment that is both changing and changing rapidly [1], [6], [9].

The second dimension is vision. The vision is to encourage workers to participate in decision-making in a rational way based on the attitudes of the organization and how to make use of them in the design of future programs and policies in order to achieve what the organization aspires to in the management of its administrative process. It is the attractive, clear and true vision of the future of the organization or of the organizational unit that through growth and improvement of the current situation, a reality-beyond-the-moment view is achieved by creating a vision of the future and realizing that vision that is realistic, reliable and attractive by generating ideas that enable the Organization to reach the future based on the current and future stage [26], [27]. The vision was also described as "the dreams and aspirations of the organization that cannot be realized under the present potential", although it can be reached in the long term. It is considered that future vision is the main thrust of changing the present on the basis of the Organization's existing possibilities for reaching the organization's goals. The vision is to reflect on the future state of the organization's direction, and to share the beliefs, values and behavior of senior management in a way that is consistent with future environment variables.

The third dimension is communications. Communications are an important pillar within the organization and is the means used by man to organize his work life, and communication is one of the oldest aspects of human activity, and different types of communication play a significant role in the life of every employee [28] it is an important tool to help fulfill the tasks of the employees and represents the backbone of its life in modern organizations. Among communication is shared between employees to reach a common understanding between employees within the organization. The importance of communication is highlighted in its being clear, easy and using verbal images in a process.

3.2 Participant (Subject) Characteristics

In order to learn about the nature of the leadership in its dimensions (enablement, communication, vision), a random sample of academic leaders was selected from (faculty deans, their assistants and heads of scientific departments) working in Tikrit University. A special modified measure was used, according to experts' judgment of leadership [29], [30]. The results obtained will be presented according to the study's questions and perspectives, and the scale of importance of the study variables has been adopted (Visionary leadership and knowledge) in the current study through the arithmetic mean according to the following scale where (1 And less than) too low, (1.1-2) low, (2.1-3) is medium, (3.1-4) High, (4.1+) is very high [31]–[33].

Table (1) the coefficient of Cronbach for study variables:

No. of Item	Cronbach's Alpha
2	0.923

4.   Findings

4.1   Diagnostic of Visionary Leadership

The vision leadership variable has been measured, as table (1) refers to the computational and standard deviations from the perspective of the study sample individuals regarding the dimensions of the vision leadership at the university under study. Reflecting that the mean of the overall magnitude of the major driving variable was 4.2 and with a standard

deviation of 0.396, the magnitude of the variable (high) was significant, indicating how important and relevant individuals were the sample of the study to the dimensions of the leadership vision, as well as the value of the standard deviation with a low dispersion. This shows that there is very high agreement on these results.

Table 2 arithmetic averages and standard deviations of the visionary leadership variable

Variable	Arithmetic mean	Standard deviation	Recognize importance
Visionary Leadership	4.2	0.39	Very high.

Table 3: Iterations, percentages, arithmetic averages, and standard deviations of Variable paragraphs visionary leadership

Dimension	Paragraph	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic mean	Standard deviation	Recognize importance
		N	%	N	%	N	%	N	%	N	%			
Powerment	1	18	28	30	46	17	26	0	0	0	0	3.98	0.74	High
	2	25	38	39	60	1	1	0	0	0	0	4.34	0.54	Very High
	3	29	44	22	34	14	22	0	0	0	0	4.23	0.79	Very High
	4	25	38	26	40	14	22	0	0	0	0	4.15	0.75	Very High
	5	24	37	27	42	13	20	1	1	0	0	4.14	0.79	Very High
	6	37	57	22	34	6	9	0	0	0	0	4.48	0.66	Very High
	7	26	40	29	45	10	15	0	0	0	0	4.25	0.71	Very High
	8	26	40	32	49	7	11	0	0	0	0	4.29	0.65	Very High
	9	17	27	39	60	8	12	1	1	0	0	4.11	0.66	Very High
	10	26	40	27	42	11	17	1	1	0	0	4.22	0.78	Very High
Communication	11	28	43	29	45	7	11	1	1	0	0	4.28	0.72	Very High
	12	36	55	20	31	7	11	2	3	0	0	4.38	0.80	Very High
	13	18	28	23	35	22	34	2	3	0	0	3.86	0.85	High
	14	15	23	34	53	15	23	1	1	0	0	3.97	0.73	High
	15	21	32	24	37	16	25	4	6	0	0	3.95	0.91	High
	16	16	25	35	54	12	18	2	3	0	0	4.00	0.75	Very High
	17	27	42	29	45	8	12	1	1	0	0	4.26	0.73	Very High
	18	27	42	26	40	12	18	0	0	0	0	4.23	0.75	Very High
Vision	19	25	39	24	37	15	23	1	1	0	0	4.12	0.82	Very High
	20	21	32	29	45	14	22	1	1	0	0	4.08	0.78	Very High
	21	23	35	28	44	12	18	2	3	0	0	4.11	0.81	Very High
	22	29	45	30	46	6	9	0	0	0	0	4.35	0.65	Very High
	23	30	46	27	42	7	11	1	1	0	0	4.32	0.73	Very High

The table (3) lists the items that represent in the Insights leadership variable above the top of my account mean (4.48) are of very high importance and a standard deviation of (0.66) any very small dispersion in the study sample answers to paragraph (6), which demonstrates the high interest in the "information available to subordinates that contributes to the deepening of future vision At the university in study, the lowest mean of my account was (3.86) of high importance and a standard deviation (0.85), i.e. an average dispersion in the sample answers for the study, for paragraph (13), which indicates the high importance of the views of the sample study on what "the faculty conduct in college with behaviors that inspire confidence in students" at the university under study. In general, we note that all the paragraphs were of very high importance, except for four paragraphs that were of high importance, and this is an indication of the interest of the

University studied through its faculties in leadership and dimensions (empowerment, communication, vision). It is clear from tables (1) and (2) that the arithmetic circles were between (4.48) the highest mean of my account and (3.86) for both the leadership and its reading. In the first case, the University of the Middle East (UNWB) is a university that is studying the dimensions of the leadership and is committed to the importance of the vision and the importance of the vision

4.2 Develop Knowledge and Its Paragraphs

This purpose addresses the development of knowledge, which is one of the dimensions of the organization. Table 3 shows the repetitions and percentages of the study sample responses, as well as the arithmetic and standard variations of the following paragraphs after knowledge development:

Table (4) Repetitions, percent, arithmetic averages, and standard verbiage of vertebrae after knowledge development

Dimension`	Paragraph	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Arithmetic mean	Standard deviation	Recognize importance
		N	%	N	%	N	%	N	%	N	%			
knowledge Developing	24	17	26	35	54	12	19	1	1	0	0	4.02	0.76	Very High
	25	23	36	30	46	11	17	1	1	0	0	4.16	0.75	Very High
	26	27	42	24	37	12	18	2	3	0	0	4.17	0.84	Very High
	27	20	31	31	48	14	21	0	0	0	0	4.10	0.72	Very High
	28	21	32	25	39	19	29	0	0	0	0	4.18	0.66	Very High
	29	17	26	30	46	15	23	3	5	0	0	3.94	0.83	High
	30	15	23	39	60	9	14	2	3	0	0	4.03	0.71	Very High

It is clear from table (4) paragraphs representing after the development of knowledge that the highest mean of my account (4.18) is of very high importance and with a standard deviation of (0.66), for paragraph (28), indicating the high interest in the focus of the University's smart organizations under study on the fact that (the College's organizational structure allows teaching to communicate and exchange information). The lowest mean of my account was (3.94) of high importance and with a standard deviation of (0.83), that is, a small dispersion in the answers of the study sample for paragraph (29), which shows that the information systems in the college support the free flow and the wide availability of useful information, as it can be noted that all the paragraphs after the development of knowledge have come of very high importance. This is evidence that the University is under study paying high attention to the dimension of knowledge development.

4.3 Influence relationship of the leadership's visionary variable on the dimension knowledge development

The study shows the degree to which the visionary leadership variable contributes to the interpretation of the variation to the degree of dimension knowledge development, as the results are extracted for simple linear regression analysis as follows:

Table (5) analyzing the impact of the Insights leadership Variable on the dimension knowledge Development

Model	R Value	R Square Value	Adjusted R Square Value	Standard error in estimate
1	0.770	0.593	0.587	.294330

a .predictors:(Constant) , Visionary Leadership

Table (5) shows that the leadership Insights variable interprets 0.60 of the variation in knowledge development, and the remainder (0.40) returns to other random variables that are not included in the regression model.

Table (6) contrast Analysis of the VRM in the knowledge Development dimension

Model	Sum of Square	Degree of freedom	Average Squares	F Value	Level of significance

	Model					
	Regression	7.966	1	7.966	91.955	0.000
1	Rest	5.458	63	0.087		
	Kidney	13.424	64			

a. Dependent Variable: Developing Knowledge

a .predictors:(Constant) , Visionary Leadership

Table (6) shows the moral test at a significant level (0.000) showing the influence of the visionary leadership variable in the dimension knowledge development and indicates that the slope curve is good to describe the relationship between them. The results obtained indicate acceptance of the fourth key hypothesis, which states that "there is a significant influence of the visionary leadership variable in the first dimension of knowledge development".

Table (7) contrast Analysis of the Variable Slope Model Knowledge Development in Empowerment dimension

	Model	Sum of Square	Degree of freedom	Average Squares	F Value	Level of significance
	Regression	6.242	1	6.242	.0000	54.745
1	Rest	7.183	63	0.114		
	Kidney	13.424	64			

a. Dependent Variable: Developing Knowledge

a .predictors:(Constant) , Empowerment

Table (7) shows the moral test at a significant level (0.000) showing the effect of the variable developing knowledge in the enabling dimension and indicates that the regression curve is good for describing the relationship between them. The results obtained indicate acceptance of the fourth major hypothesis, which states that "there is a significant meaningful influence of the knowledge development variable in the development of empowerment.

Table (8) analyzing the effect of a variable developing knowledge in a communication dimension

Model	R Value	R Square Value	Adjusted R Square Value	Standard error in estimate
1	.6370	.4060	.3960	0.35585

a .predictors:(Constant) , communication

The table (8) indicates that the knowledge Development variable interprets (0.40) the variation in the connection dimension, and the remainder (0.60) returns to other random variables that are not included in the regression model.

Table (9) contrast Analysis of the Variable Slope Model Knowledge Development in communication dimension

	Model	Sum of Square	Degree of freedom	Average Squares	F Value	Level of significance
	Regression	5.446	1	5.446	43.010	0.000
1	Rest	7.978	63	0.127		
	Kidney	13.424	64			

a. Dependent Variable: Developing Knowledge

a .predictors:(Constant) , communication

Where table (9) shows the moral test at a significant level (0.000) that shows the effect of the variable developing knowledge in the communication dimension and indicates that the slope curve is good to describe the relationship between them. The results obtained indicate acceptance of the fourth major hypothesis, which states that "there is a significant influence of the knowledge development variable in communication.

Table (10) analyzing the effect of a variable developing knowledge in a Vision dimension

Model	R Value	R Square Value	Adjusted R Square Value	Standard error in estimate

| 1 | .7240 | 0.524 | 517 | 0.31843 |

a .predictors:(Constant) , Vision

Based on these ratios, the table (10) indicates that the knowledge Development variable interprets (0.51) the variation in the dimension of vision, and the remainder (0.49) returns to other random variables that are not included in the regression model.

Table (11) contrast Analysis of the Variable Slope Model Knowledge Development in communication dimension

	Model	Sum of Square	Degree of freedom	Average Squares	F Value	Level of significance
	Regression	7.036	1	7.036	69.394	0.000
1	Rest	6.388	63	0.101		
	Kidney	13.424	64			

a. Dependent Variable: Developing Knowledge

a .predictors:(Constant) , Vision

Thus, table 11 shows the moral test at a significant level (0.000) that shows the effect of the variable developing knowledge in the dimension of vision and indicates that the slope curve is good to describe the relationship between them. The results obtained indicate acceptance of the fourth major hypothesis, which states that "there is a significant influence of the knowledge development variable in the vision.

5. Implications

Based on our findings, we found it useful to provide implications for decision makers. Decision makers are advised to create a working environment that supports the adoption of empowerment, cooperation and coordination among senior departments as leaders and faculty as competencies to be considered. Motivating and encouraging cultures and practices as a mechanism for diversity, creativity and innovation, and setting incentives, providing a workforce that can increase leadership performance and turn them into visionary leaders. Knowledge development and development for all UNU members under consideration through the building of core capacity programs and ensuring integration into the climate surrounding the globalization and competitiveness parameters. The three dimensions of the development of knowledge (empowerment, communication and vision), which in turn leads to the upgrading of the research organization and the provision of an appropriate environment for the implementation of the above-mentioned dimensions

6. Conclusions

The leader is a person with qualities that distinguish him from the traditional leaders, who has the capacity to create the required transformations that he sees fit for his organization, in harmony with his vision, and to convey them to a reality by adopting some way. This is what organizations need to develop and adapt to and ensure continuity in the surrounding dynamic environment. Visionary leaders are more realistic than they are today, making a vision for the future, and thus achieving that vision of realism, dependability and appeal, and focusing on generating ideas that will enable future access based on the current status of the organization. There is an interest and commitment to the very high level of use of the University's vision leadership under consideration, which was demonstrated by the value of the computational center of visionary leadership, as it was very high. The results of the relationships between leadership vision and knowledge development show that there is a high correlation between the two variables, indicating the interest and commitment of the study sample to both the dimensions of visionary leadership and the development of knowledge. The results of the correlation between knowledge development and other variables (enabling, communication and vision) show that there is a high correlation between variables, indicating both the interest and commitment of the study sample to the dimensions of knowledge development.

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