The Enhancement of Organisational Performance by Realising Personal Knowledge Management and Leadership Styles: A Case of Hospitals in Thailand

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Abstract: In order to compete in the rapidly changing market, organisations need to perform its operation strategically to be sustained in the business. This research aims to examine the impacts of personal knowledge management and leadership styles towards organisational performances of the hospitals in Thailand. The survey questionnaires will be applied as research tools and distributed to the directors of organisations. Furthermore, various statistical analyses will be applied to investigate the association between personal knowledge management, leadership styles and organisational performances. Finally, the expected results are discussed.

Keywords: Personal Knowledge Management, Learning Style, Organisational Performance

I. INTRODUCTION

In this day and age, businesses have encountered a great deal of challenges to participate in today business. At the same time, globalisation has created new opportunities as well as obstacles. Large firms accumulating vigorous history embedded in their roots can no longer compete unless they keep changing themselves to suite different inclinations [1].

There is convolution for business to compete in the global market. Managers, capable of challenging successfully in the context of globalisation, are those whom business is indispensable. To elaborate, especially in the health care industry, Eiff [2] highlighted that with the dispersion of chronic diseases and severe illnesses is causing an increasing demand for medical services. Patients are becoming more demanding. They expect not only superb medicines, but great healing environment as well. Hence, by observing the organisational...
performance, not all organisations in the health care industry are able to come across customers’ satisfactions and achieving increased organisational performance. For example, Weil [3] investigated the non-profit and profit healthcare organisation in the UK, US, and Germany. Findings indicated that the profit hospitals in those three countries are likely to be able to acquire higher returns. As well, the results pinpointed the key factor explaining why the profit hospitals achieved greater returns than the non-profit ones. It may be because they possess a large capital for funding; they know how to make the most use of their scarce facilities; and they know how to share knowledge within the organisations which help to enhance the skills of organisational members and in turn this leads to elevate the greater levels of productivity.

Correspondingly, Wright [4] also endorsed that organisation has been increasingly depended on the contributions of knowledge workers. Knowledge workers are people with high level of expertise, education and experience, whose primary role involves the creation, distribution or application of knowledge. Academic scholars have naked that the concept of organisational learning has positive impacts on the enhancing organisational performance, in which managers encourage a learning environment within their organisations; knowledge needs to be shared at every level of the organisation.

In this knowledge era, variety types of organisation are struggling to manage the collective correlation between personal knowledge management and organisational knowledge management. If one becomes productive by managing personal knowledge management, the organisation may familiarise fruitful. The research related knowledge management has been widely emphasised for decades. However, Paulleen [5] and Zhang [6], proposed that Personal Knowledge Management (PKM) is still under-explored. Cheong [7] mentioned that the search counts reported at September, 2009, revealed that "Personal Knowledge Management" was less than 0.25 per cent of "Knowledge Management." In addition, Personal knowledge management is more of the transferring of knowledge into different stages and exploit it for organisation. However, personal knowledge management is also one of the very important components for encouraging learning in the organisation.

More importantly, scholars have also highlighted that personal knowledge management, leadership styles, and performance are crucial and interrelated variables contributing to organisational performance and thus there is a critical need to examine these relationship. As such, personal knowledge management may be seen as parts of knowledge management being concerned by a number of management teams through carrying out day-to-day responsibilities and also influencing their leadership styles to have the great impacts on the development of organisational performance. Thus, the appropriate personal knowledge management may be the factors for creating and encourage leadership styles, which in turn could improve organisational performance overall.

The aim of this research is to investigate which types of personal knowledge management and leadership styles are supportive to the organisation. Hospitals, Health care industry in Thailand will be used as a unit of analysis. Like other ASEAN countries, Thailand is confronting another challenge, since, the ASEAN summit in 2003 declared the establishment of ASEAN Economic Community (AEC) in 2020 to reassuring the free movement of commodities, services, investments, and capital [8]. The largest part countries are thoughtful to be equipped for acquiring the most advantages out of the AEC. Moreover, various industries are determining their strategies to cope with incoming trends.
Thailand's health care industry is the industry being focused in this research since the expansion of this industry may affect various aspects of national competitiveness. Along with the Ministry of Public Health of Thailand (MOPH)’s statistical data in 2006, there are 997 state own hospitals in Thailand comprising 25 of general hospital, 70 of provincial and district hospitals, 727 of community hospital, 58 of hospital in different departments of MOPH and 117 of hospitals outside MOPH. Furthermore, there are 471 private hospitals in Thailand as revealed by the Association of Thai Private Hospital. Thus, the population of our research interest is 1,468 hospitals throughout Thailand.

II. LITERATURE REVIEW

Kolb and Smith [9] asserted that people learn through their experience, and the role of experience is essential in determining the process of learning. Relating this to the leadership style of the manager, as suggested by Kouzes and Posner [10], stated that role experience is strongly connected to the way managers learn how to lead. This shows that the role of experience would allow managers to effectively learn from their own experience and the experience of others. Brown and Posner [11] found that how people learn is significantly correlated with how they act as managers. The results also indicated that the managers who frequently engaged in personal knowledge management also employed a greater variety of leadership styles, such as challenging, inspiring, enabling, modelling, and encouraging. A combination of personal knowledge management and transformational leadership style are significantly interconnected. Marquardt [12] also asserted that what managers learn and how they learn cannot be disconnected because how an individual learns influences what one learns. This may suggest that a person knowledge management facilitating managers to understand how they learn may enable them to learn more effectively. Ellinger et al. [13] found that the majority of people in the workplace learned in an informal manner. Similarly, Fox [14] proposed that much of what is learned by managers is learned informally.

On the other hand, McCall et al. [15] found that the factors that impact on the development of leadership are task assignments that the managers have experienced; critical situations that they had been through; relationships and interactions with others; and formal training and education. Posner [16] also proposed that people learn from their experiences, whether official or unofficial, structured or naturally occurring. Hence, this indicates that although managers may learn through their experiences formally or informally, personal knowledge management have a positive correlation with leadership styles, and may help managers to apply and learn more effectively through their experiences.

As argued by Posner [16], individuals who can learn from different categories and thus have a greater repertoire of personal knowledge management at their disposal are better able to learn about leading and becoming leaders. This happens because they are more capable of approaching and learning from a greater variety of situations than those more narrowly focused or limited in their methodology for learning. And this may lead to increase the ability of managers to utilise their leadership successfully. Posner [16] also recommended that leadership development is a learning process in itself. Hence, personal knowledge management may help managers aspiring to develop to understand how to learn effectively; they may utilise their leadership style to manage their organisation productively.

Justifiably, the careful development of managers will have a positive influence on organisational performance [17]. The managers who know how to learn effectively and utilise their leadership effectively would
be able to sustain the inimitable capabilities of their employees through HRM practices. In the long term, this would enhance organisational performance.

A. the link between Personal Knowledge Management, Leadership Styles, and Organisational Performance

According to aforementioned review of literature, managers learn how to become a good leader from their experience [10]. Moreover, in gaining experience from themselves or from the others, it is a part of learning for managers. In according to Brown and Posner [11] mentioned that how people learn can create an effect toward how they act as a leader. Thus, personal knowledge management is a part of systematically learning by individual in which could lead to the impacts toward leadership styles. Moreover, Bass and Avolio [18] also supported that leadership has positive effect on organisational performance. As consequences, the links between personal knowledge management, leadership styles and organisational performance are very interesting in developing the best practice for organisations.

III. RESEARCH METHODS

This section will present an overview of how this research responds to the research questions. Firstly, the literature review will be reviewed and summarised. Subsequently, the questionnaires will be distributed to the respondents, followed by the data analysis, following the recommendations and conclusions will ultimately be explicated in the research.

A. Sample and Data Collection

According to the Ministry of Public Health of Thailand (MOPH) ’s statistical data in 2006, there are 997 state own hospitals in Thailand comprising of 25 of general hospital, 70 of provincial and district hospitals, 727 of community hospital, 58 of hospital in different departments of MOPH and 117 of hospitals outside MOPH. Furthermore, there are 471 private hospitals in Thailand as underlined by the Association of Thai Private Hospital. Thus, the population of this research interest is 1,468 hospitals throughout Thailand.

Unit of study: The hospitals in the health care industry in Thailand. According to the number of population which is 1,468, the samples will be classified by the Stratified Random Sampling method whilst each sample locating in different provinces will equitably be selected.

Respondents: The respondents will be the directors of each hospital in Thailand.

The suggested number of sample will be applied by using the Krejcie and Morgan [19]’s Table of sample. To determine sample size is to rely on Krejcie and Morgan’s tables providing the sample size for a given set of criteria. The sample will be selected equally by using the stratified random sampling method. This means that all samples will have the equal opportunity to be selected no matter any sample is located in similar or different regions. Thus, in this research the sample size suggested by Krejcie and Morgan [19] is expected to be at least 306 samples.

In addition, the sample will equally be selected by applying the stratified random sampling. For instance, in case that the population density varies vastly within a particular area, this method will ensure that estimates can be made with equal preciseness in different areas of the region, and that comparison of sub-areas can be selected with equality. In case, the population is about 1,468, as suggested by Krejcie and Morgan [19], the sample should be at least 306. Thus, every respondent will be selected equally. For example, there are approximately 78 provinces in Thailand, the number of the population of each province is varied. Therefore, the samples will equally
be selected; no matter the size of each province is not comparable.

IV. RESEARCH CONCEPTUAL FRAMEWORK

**Independent variables:** Demographic profiles and personal knowledge management of managers/directors and the leadership styles of managers/directors

**Dependent variable:** Organisational Performance: the managers/directors of each hospital will be asked to appraise their financial performance compared with other hospitals in their industry:

V. DISCUSSION AND CONCLUSION

The main objective of this research is to study personal knowledge management in enhancing organisational performance as well as the effects from various leadership styles. The research expects the result may be beneficial to the emerging of ASEAN Economic Community (AEC) in 2015, especially the health care industry. Since, undeniably, nearly all organisations will have to participate in the knowledge era; the globlisation demands every single organisation pebbledashing difficult moments to survive single-handedly. Sharing knowledge within and outside the organisation is therefore necessary. Each manager has one’s own way of perceiving and transferring knowledge to every level of the organisation. Thus, it is clear that different managers may perform different levels of productivity and this may indicate the different levels of the organisational performance of different organisations.

Soon, Thailand, as well as other South-East Asia nations, will move into the aging society. Thus, the competition in health care industry would be significant increased. This research aims to study the ways of managing the hospitals in Thailand developed from various styles of leadership. The investigations will intensely emphasise vis-à-vis the managers’ crucial roles of personal knowledge management in indentifying the styles of their leaderships. Moreover, the assessment of each hospital’s performance based on their development of personal knowledge management and leadership styles will be studied. More importantly, in case the two independent variables are significantly correlated with the dependent variable, organisational performance, there will be a need to further study the mediation between the personal knowledge management, leadership styles, and the organisational performance. By doing so, findings may suggest how to improve performance through PKM and Leadership styles more effectively and efficiently. After completing the data analysis, the significant relations of these factors are expected for the further recommendations towards health care industry for the enhancement of their performances.

ACKNOWLEDGEMENT

We would like to acknowledge and thank to Mahasarakham Business School, Mahasarakham University for the funding. In particular, we would like to thank Dr Phapruke Usahawanitchakit for his unending supports in sharing the knowledge to strengthen the conceptual framework of the research. We also wish to acknowledge Michael Shell and other contributors for developing and maintaining the IEEE.

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