EFFECTS OF LEADERSHIP BEHAVIORS AND ORGANIZATIONAL CULTURE ON THE DEVELOPMENT OF LEARNING ORGANIZATION: CASE STUDY OF PRIVATE AND PUBLIC HOSPITALS WITH HOSPITAL ACCREDITATION

By
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ABSTRACT

Title of Dissertation: Effects of Leadership Behaviors and Organizational Culture on the Development of Learning Organization: Case Study of Private and Public Hospitals with Hospital Accreditation

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The purpose of this study is to understand the relationship among eight roles of transformational and transactional leadership behaviors, four types of a current organizational culture, and the development of the learning organization in both private and public hospitals that have been certified and accredited since 1995. The questionnaires were sent to eight hundred healthcare professions systematically selected from nine hospitals in both sectors. The completed questionnaires numbered five hundred and fifty, covering different levels and jobs involved with quality improvement programs. The quantitative and qualitative research methods were employed.

Multiple regression, using a stepwise technique, was utilized to analyze the perceptions of hospital's chief executives on the relationship between eight roles of transformational and transactional leadership behaviors and the development of a learning organization. Semi-structured interviews were also conducted with eight leaders to gain insight about the current organizational culture and how it has changed over time since the hospitals participated in HA. The results indicated the perception of chief executives in both sectors viewed themselves as leaders performing transactional leadership (producer role), which explained 20% of the variance in the development of a learning organization. Regarding each attribute of a learning organization, the producer role was a significant predictor of a knowledge system and explained 29% of the variation. Thus, chief executives, displaying the producer role
emphasized the development of new knowledge and insight that have the potential to influence behavior. Path analysis based on LISREL methodology was applied to analyze the subordinate's perception on the relationship among three variables. The learning organization model of private hospitals indicated the development of a learning organization was directly influenced by transactional leadership (the director role) and transformational leadership (the broker role) and, as well, was indirectly affected by leaders using the coordinator role through the achievement culture and the supportive culture respectively. As for the public hospitals, the development of a learning organization was directly influenced by transactional leadership (the producer and director role) as well as indirectly influenced by transformational leadership (the mentor role) and transactional leadership (the director, coordinator, and monitor role) via achievement-oriented culture and supportive culture or role-oriented culture respectively. Thus, 42% of the variation in private and 49% of the variation in public hospitals development of learning organizations were explained.

Finally, the learning organization model in both private and public hospitals was found to adequately fit the hypothesized structural model with a satisfactory goodness-of-fit level. The results indicate the learning organization would not exist without the two supporting foundations of appropriate leadership behavior and organizational culture. It confirms a theoretical model claiming that subordinates of both sectors see causality among leadership behaviors, a current organizational culture, and a learning organization. For future research, it is recommended to replicate the study with the measurement of the leaders' perception on a current organizational culture in order to be able to compare and confirm two causal models of the development of a learning organization between leader’s and subordinate’s perception. Thus, the results of the study will show a discrepancy exists between them. The replication of the study in other organizations and using a different organization as the unit of analysis will gain insight into the different perspectives and results of the three variables. A follow-up study after several years of HA would suggest whether or not the attributes of a learning organization have been sustained in these hospitals. Finally, the study suggests the possibility of a “learning culture”, separate and distinct from the other four studied cultures, may exist and should be studied further.
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