



Personnel's Perception of Executive Leadership in Healthcare Business Organizations

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Abstract

The objectives of this research paper are 1) to study the perception of executive leadership in healthcare business organizations and 2) to compare personnel perceptions of executive leadership in healthcare business organizations by age. It is an exploratory research. The sample was personnel at the operational level of a private hospital. 254 people The tool used in the research was a questionnaire on the perception of executives in the healthcare business organization with a confidence value of 0.99. The results of the study showed that (1) personnel have a high level of awareness of the leadership of executives in the health service business organization as a whole. When considering each type of leadership, it was found that the overall transformational leadership was at the highest level. Visionary Leadership and Exchange-Based Leadership are at a high level, respectively. Employees of different ages had statistically significant differences in perceptions of transformational leadership and overall transformational leadership at the level of .05. The perception of visionary leadership as a whole is no different. For personnel with different levels of education, the perception of overall change leadership differed statistically significantly at the level of .05. There is no difference between the perception of exchange-based leadership and visionary leadership. In addition, it was found that personnel with different work experience had the same perception of the leadership of executives in the health service business organization as a whole.

Keywords: Transactional Leadership, Transformational Leadership, Visionary Leadership, Healthcare Business Executives

Introduction

The 20-year National Strategy 2018-2037 focuses on raising the standard of health promotion and beauty promotion services to the high-end market. Using creativity and innovation to create a unique service according to the distinctive Thai style, as well as creating a variety of health promotion activities that meet accepted standards. Raise the standard of the alternative medicine service business by combining knowledge from modern science with health and beauty knowledge. Service business operators can manage their businesses and services efficiently and transparently in the new era of high competition (Government Gazette, 2018).

The healthcare business has been affected by the trend of digital transformation or technology disruption that has influenced and affected the business rapidly. The use of technology to help in health care in the form of preventive care and treatment, as well as the use of health check-up applications, as well as real-time online consultation services and the use of telemedicine technology (Matnin Pruittanaphat et al., 2022). In addition, the healthcare business in Thailand faces competition. Encourage

hospitals to continuously improve their capacity and service quality through systematic, verifiable and ready management of safe services, as well as the certification of hospital service standards in terms of quality and safety at the international level to lead the organization to excellence, to have high competitiveness and to gain a sustainable commitment from service recipients (Nathida Thip Daraj and Kanda Prajuart, 2018).

Organizational operations must adapt and develop their potential to increase competitiveness and lead the organization to survive in the midst of changing circumstances. Transformational leadership plays an important role in managing the effectiveness of organizational management (Sudadee Teboonmee, 2023). In addition, visionary leadership stimulates motivation to improve followers' and team performances and increase work efficiency (Khoiri, 2020), where leaders make agreements with employees and use incentives and bonuses to increase performance efficiency (Nurtjahjani et al., 2023).

Demographic characteristics are internal factors of individuals that affect decision-making, when there are changes in space or at different times, different decisions are made, and demographic characteristics are internal factors of individuals that affect decision-making, such as age, gender, status, education level, and other characteristics (Bhumirapee Sukbang et al., 2024). In addition, the role of education is not just to share knowledge and skills. It's also about providing value. concept Experience at work helps to develop psychologically. Results of Life Experience Analysis Therefore , personnel with different ages, education levels and experiences have different perceptions of executive leadership behavior. Therefore, the researcher is interested in studying the perception of personnel towards the leadership of executives in health service business organizations. The leadership of healthcare professionals is critical to enhancing the quality and integration of care to ensure that the quality of care is efficient and high. This leads to the planning for the development of medical personnel at each level of education. Different age groups and experiences to have appropriate leadership. It can be applied in organizational management. In terms of work and personnel, it will continue to be effective.

Objectives of the research

- 1.To study the level of perception of personnel towards the leadership of executives in health service business organizations.
2. To compare personnel perceptions of executive leadership in health service business organizations classified by age. Education and work experience

Research hypothesis

- 1.Management Strategy and Knowledge are positively correlated with the leadership of executives in healthcare business organizations.
- 2.Personnel of different ages, education levels, and work experience have different perceptions of the leadership of executives in healthcare business organizations.

Literature Review

Private hospitals are a group of healthcare providers that earn income from drug costs. Medical Personnel Services An important factor in the competition of the

hospital business is the presence of large hospital chains because it will have the advantage of reducing unit costs. It offers a wide range of services, including the potential to capture a high-end and mid-level customer base, both domestically and internationally. Mergers and acquisitions are the main strategy in the hospital business. If it is a small hospital, it must have specialized expertise, such as the eye hospital, a leading group of hospitals (Thanapol Ittithipak, 2020). In doing business, hospitals must be ready to provide services that must build their work and reputation to be internationally recognized in the field of effective and quality treatment. It is internationally recognized and is a medical facility that has been accredited at the international standard, especially the JCI (Joint Commission International accreditation) standard (Sakon Yu Wittaya et al., 2021).

Leadership refers to the ability to direct a group to achieve a goal or vision (Robbins & Judge, 2011). (Mondy and Mondy, 2014)

Leadership Theory has evolved from the past to the present and is classified into 4 groups: (1) Characteristic Leadership Theory. Have the power to focus on success. (2) Behavioral leadership theory, which focuses on the performance of a leader's duties, such as people-oriented and work-oriented leadership behavior. (3) Situational Leadership Theory: This theory believes that effective leadership depends on a particular situation. (4) Integrative leadership theory: It believes that there is no best leadership style that can be applied in every situation. Leadership theory began to shift to an integrated leadership paradigm, discussing three theories: (1) exchange-oriented leadership, (2) transformational leadership, (3) strategic leadership, and (4) transformational leadership. Visionary Leadership (Thompson Jongkolni et al., 2019; Supaj Prapaipetch et al., 2023; Hitt, Miller & Colella, 2011: 272) The researcher used the theory of integrated leadership as the framework for this study.

Executives in the healthcare business should have leadership skills that can be role models in their work and manage personnel in the organization efficiently and with quality. Leadership affects leaders in three ways: ideological influence, inspiration, and individuality, and followers: trust and job satisfaction, safety atmosphere, transparent communication, and relationships between employees and the organization (Teeraphat Kulopas, 2017).

In management, executives will use exchange-based leadership to proactively manage problems by controlling, supervising, monitoring operations to meet standards to achieve goals. (Aga, 2016) and is managed by monitoring the performance if there is a violation of rules and standards. Leaders will take corrective action, including exchanging rewards from agreed efforts to reward good performance and realize achievements (Sitohang, 2022). And always focus on achieving the vision in a non-rigid approach to facing the challenges and opportunities of the organization. (Ubaidillah et al., 2019)

Bhumirapee Sukbang et al. (2024) summarize the concept of demographics from the perspective of Weinstein et al. It is the study of populations in spatial changes or at different times, and different decisions are made when demographic factors are different, and demographic characteristics are internal factors of individuals that influence decisions such as age, gender, status, education level, and other characteristics. In addition, the role of education is not just to share knowledge and skills. It's also about providing value. concept Experience at work helps to develop psychologically. Results of Life Experience Analysis Therefore, personnel of different ages, education levels and experiences have different perceptions of executive leadership behavior.

Research Methodology

Research on Personnel Perception of Executive Leadership in Healthcare Business Organizations It is an exploratory research. The research was conducted as follows:

Population and sample

The population used in the research was 697 personnel working at a private hospital. (January 2025 data) Using the Yamane (1973) formula with a 95% confidence level and a tolerance of 5% tolerance, a total of 254 samples were obtained and the sampling method was used to classify them according to the characteristics of their work, namely the main work and the support work, and were willing to participate in the research.

Research Tools

The tool used in the research was a questionnaire on the perception of executives in healthcare business organizations.

Part 1 is a questionnaire on personal status, including age, education level, and work experience, with 3 questions, in the form of a checklist questionnaire and open-ended questions,

Part 2 is a questionnaire on the perception of personnel towards the leadership of executives in a healthcare business organization. It consists of 1) exchange-based leadership, including situational rewards, proactive management of problems, and 2) transformational leadership, including ideological influence, inspiration, and inspiration. and 3) Visionary leadership, including vision creation, vision dissemination, and vision implementation, which are characterized by 5 levels of approximation scales: maximum, most, medium, little, and least. 2 academics and lecturers in research and measurement and evaluation, and private hospital administrators. The Index of Item-Objective Congruence (IOC) of the question was determined by the Index of Item-Objective Congruence (Surasak Amonrattanasak et al., 2016), and the IOC value was between 0.80-1.00. The questionnaire adjusted based on expert feedback was tested on personnel in a private hospital that was not a sample. Using the formula for calculating the alpha coefficient (α - Coefficient) according to Cronbach's method (1970), the confidence value of the whole questionnaire was 0.99.

Data Collection

1) The researcher collects data in coordination with the director of a private hospital to ask for permission to collect data. To facilitate the sending of online questionnaires via LINE group or e-Mail (using Google form), and 3) Track and monitor the questionnaires received online. Both completeness and completeness before analyzing the data . 254 copies

The researcher collected data with regard to research ethics with a letter explaining that the sample should understand and agree to cooperate in providing information only. and confirm to the sample that the information will be confidential. Your name and address are confidential and will not be released to the public. Each question does not have a right or wrong answer and is kept confidential. The presentation of information is only processed as a whole.

Data Analytics

Personal Data Analysis by Determining the Frequency and Percentage of Personnel Perception Survey Data on the Leadership of Executives in Healthcare Business Organizations By finding the mean and standard deviation. For a comparative analysis of personnel perceptions of executive leadership in health service business organizations, classified by age. Education level and work experience using one-way ANOVA analysis statistics.

Conclusions

Results of the Correlation Coefficient Analysis between Management Strategy and Knowledge and the Executive leadership in Healthcare Business organizations, it was found that corporate leadership, marketing strategies, and Knowledge were positively correlated with the Executive leadership in Healthcare Business organizations, , it was statistically significant at the level of 0.01, with the Strategy factor correlated with the Executive leadership in Healthcare Business organizations,

In Bangkok, the highest rates of Knowledge ($r=.890$) were followed by Management ($r = .867$) and Knowledge ($r = .856$), respectively. Shown in table

1.

Table 1 Relationship between Predictive factor variables and criteria variables expressed as correlation metrics

Variable		1	2	3	4
1	Management	1			
2	Strategy	0.850**	1		
3	Knowledge	0.703**	0.805**	1	
4	the Executive leadership in Healthcare Business organizations	0.867**	0.890**	0.856**	1

** $p < .01$

Results of Analysis of Factors Forecasting the Executive leadership in Healthcare Business organizations, it was found that strategies can explain the variability of the Executive leadership in the Executive leadership in Healthcare Business organizations, , 54.30% ($R^2 = .543$, $p < .000$) when the Management variable is added to the second stage. It was found that the Executive leadership in Healthcare Business organizations.

Explained a statistically significant increase. (R^2 change = .054, $p = .000$) and when the Knowledge variable is added to the final It was found that the Executive leadership in Healthcare Business organizations, the increase is statistically significant. (R^2 change = .023, $p = .010$) allows the aggregate model to account for 62.10 percent of the variance ($R^2 = .621$, $p < .001$).

Table 2 Shows the results of the hierarchical multiplier regression analysis

Variable	R	R ²	Adjust R ²	SEE	R ² change	F	p-value
Strategy	.737 ^a	.543	.542	.38086	.543	473.558	.000
Management	.773 ^b	.598	.596	.35787	.054	53.780	.000
Knowledge	.788 ^c	.621	.618	.34792	.023	24.028	.000

** $p < .01$

The regression coefficient of the forecast variable found that the Strategy had the highest regression coefficient. In forecasting the

Executive leadership of the beauty business.

($B = 0.476$), followed by Management ($B=0.191$) and Knowledge ($B=0.220$). can jointly forecast the Executive leadership in Healthcare Business organizations, , 62.10% ($R^2=.621$) are presented according to Table 3.

Table 3 Predictor regression coefficients in raw (b) and standard scores (Beta), multiple correlation values, and forecast power values the Executive leadership in Healthcare Business organizations

Forecast Variables	B	SEE	Beta	t	p-value	Tolerance	VIF
constant	0.214	0.158	–	1.354	0.176		
Strategy	0.476	0.037	0.498	12.871	0.000	0.614	1.629
Management	0.191	0.042	0.173	4.518	0.000	0.629	1.591
Knowledge	0.220	0.049	0.215	4.489	0.000	0.400	2.499
R = 0.788 $R^2 = 0.621$ F=24.028 Sig =.000							

** $p < .01$

performance.

Discussion of the Results

The researcher presented a discussion of the findings. as follows.

Management Factors Strategy and Knowledge are positively correlated with the Executive leadership in Healthcare Business organizations. Statistically significant at the level of 0.01 and Management factors. Marketing strategies and Knowledge can also jointly forecast the Executive leadership in Healthcare Business organizations, , 62.10% ($R^2 = 0.621$) was statistically significant at the level of 0.01. Discuss how Management factors are positively correlated with the Executive leadership in Healthcare Business organizations. Because the beauty business is popular with people of all age groups, it is highly Executive leadership. Executives or entrepreneurs play an important role in making decisions and determining the direction of the business. Therefore, the leadership of an executive or entrepreneur is very important. In line with Saravanan & Devi (2016), intense competition affects business organizations that must be Executive leadership and have the courage to stay ahead of their competitors. In terms of quality for survival, it is the outstanding role of leaders that is important in planning. Leading, motivating, and helping people perform efficiently is in line with Alowais (2018), which states that leadership influences the Executive leadershipness of organizations on a global scale. Leadership is important in terms of motivating people, and leadership also affects performance in organizations, and Mostafa (2022) states that Management is used to make decisions in various operations of organizations. Organizational leaders should therefore consider how decisions impact their people and business

Strategy factors are also an important factor in the Executive leadershipness of the beauty business because when there is competition, each organization needs to make its products or services stand out from its competitors through strategies to bring products and services to the consumer group. In line with Moreno-Gómez, Londoño, & Zapata-Upegui (2023), a study found that strategies affect the Executive leadership of large enterprises more than small enterprises, as large enterprises are more Executive leadership than small enterprises. In the construction and real estate business, Indonesia and Chansai & Kerdprathum (2022) study found that marketing strategies Perception of service quality and organizational innovation affect the Executive leadership advantage of the beauty clinic business in the Northeast of Thailand.

Knowledge factors are positively correlated and can jointly predict the Executive leadership in Healthcare Business organizations, It can be explained that Knowledge in beauty business organizations is the process of gathering knowledge that exists within individuals and organizations to perform and provide services to consumers. In line with the Obaro, Yusuf & Shaibu (2022) study, it was found that the knowledge base and knowledge capabilities in the organization have a significant positive effect on the Executive leadership of the organization. Transforming and applying knowledge to drive innovation to adapt to future changes for the Executive leadership of the organization. Similar to the Imam & Jagodic (2021) study, it was found that Knowledge affects the Executive leadership of Nigerian public service organisations, and Erfani & Moinzad (2025), a literature review on Knowledge

that published an article in 2021. 2014-2024 found that Knowledge is essential to define global approaches and opportunities for health and well-being. By using new technologies and artificial intelligence into the health system and improving the well-being of the population and increasing the capacity of the organization.

Summarize

Study on Predictors of the Executive leadership in Healthcare Business organizations

The results showed that the Strategy Management and Knowledge It is positively correlated with the Executive leadership in Healthcare Business organizations, respectively, and Strategy. Management and Knowledge respectively. The Executive leadership in Healthcare Business organizations. It shows that the Executive leadership in Healthcare Business organizations. Effective Knowledge and strategies that respond to consumer needs.

Suggestion

Managerial recommendations

1. Entrepreneurs should develop strategic leadership by emphasizing fast, flexible, and effective decision-making Vision to motivate and collaborate in the organization.

2. Strategies should be formulated that are in line with modern consumer behavior, especially the use of social media. Creating a brand image and services that meet individual needs

Suggestions for future research

1. The study area should be expanded to other provinces or regions to compare the differences in Factors Predicting the Executive leadership in Healthcare Business organizations.

2. Other factors such as innovation, the use of digital technology, or customer satisfaction should be studied that may influence the Executive leadership in Healthcare Business organizations.

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