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3) (central tendency)

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4) (systematic errors)

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5) (recency errors)

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6) (contrast errors)

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7) (logical errors)

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8) (projection)

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9) (perceptual defences)

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. Greenberg(1990)

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(Folger Pontbraind, 1981).

Greenberg(1990)

(formal procedure)

(interactional justice)

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.(Dipboye,1985)

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.( , 1995)

Folger(1987)

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.(Ilgen and Feldman, 1983)

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(social context)

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(social exchange)

(vertical dyad linkage theory)

(in-group)

(out-group)

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Huber, Neale Northcraft(1987) 가 가

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가 Alexander Wilkins(1982) -

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가 . Williams

Keating(1987) 가 가

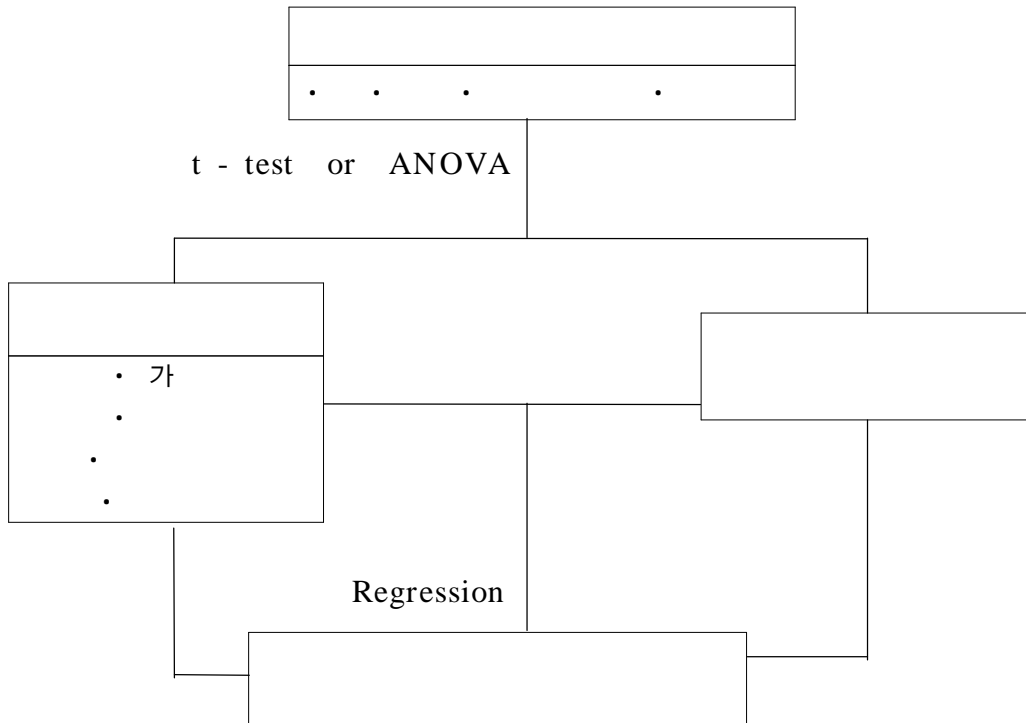
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		164	49.9
		156	47.4
		9	2.7
		329	100.0
		108	32.8
		65	19.8
		103	31.3
		49	14.9
		4	1.2
		329	100.0
		54	16.4
		265	80.6
		10	3
		329	100.0

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SPSS Package . Cronbach

Alpha , t-test ANOVA .

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t - test ANOVA ,

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1.

Cronbach Alpha

. 3 0.75 가

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3.

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	0.8974
	0.7542
	0.9015

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2.

t - test ANOVA

, , ,

4.29, 3.94 가 .

가 3.61, 3.06 , ,

3.77, 3.27

가  
3 4.53, 3 5 4.84, 5  
4.91 가 가 가 5.11, 4.79  
가 4.02, 4.48, 5.00, 4.95, 3.94,  
4.53 가 , , ,  
가  
4.19, 4.83, 4.04,  
4.26 ( 4)  
4.

	( )	t / F	p
	4.29(1.13)	2.810	0.005
	3.94(1.10)		
3	3.87(1.03)	1.685	0.187
3 5	4.09(0.93)		
5	4.20(1.16)		
	4.40(1.13)	1.962	0.051
	4.07(1.11)		

	( )	t / F	p
	4.26(0.88)		
	4.49(1.35)	1.492	0.217
	4.05(1.14)		
	4.16(1.11)		
	3.61(1.54)	3.268	0.01
	3.94(1.10)		
3	3.50(1.35)		
3 5	3.12(1.37)	0.742	0.477
5	3.36(1.57)		
	3.77(1.45)	2.244	0.026
	3.27(1.15)		
	3.54(1.15)	1.557	0.200
	3.73(1.13)		
	3.22(1.49)		
	3.61(1.61)		
	4.76(0.82)	- 1.536	0.126
	4.92(0.94)		
3	4.53(0.79)		
3 5	4.84(0.84)	3.491	0.032
5	4.91(0.91)		

		( )	t / F	p	
		5.11(0.86)	2.389	0.017	
		4.79(0.89)			
		4.85(0.93)	0.310	0.818	
		4.80(0.85)			
		4.86(0.93)			
		4.69(0.79)			
		4.02(1.23)	- 3.503	0.01	
		4.48(1.13)			
	3	4.29(0.78)	0.3201	0.726	
	3 5	4.12(1.13)			
	5	4.27(1.29)			
		4.44(1.18)	0.759	0.448	
		4.21(1.12)			
		5.00(0.80)	17.768	0.000	
		4.95(1.27)			
		3.94(1.17)			
		4.53(1.13)			
가		4.25(1.07)	1.778	0.760	
		4.03(1.12)			
		3	4.05(0.93)	1.132	0.324
		3 5	4.37(1.09)		
		5	4.12(1.13)		



	( )	t / F	p
가	4.25(1.13)	0.759	0.448
	4.12(1.07)		
	4.19(0.92)	4.04	0.008
	4.83(1.59)		
	4.04(1.04)		
	4.26(1.21)		

3.

가 가

t - test ANOVA 5 . ,

5.

	( )	t / F	p
	4.00(1.11) 3.88(1.14)	1.646	0.101
3	3.87(0.92)		
3 5	4.09(1.10)	0.679	0.508
5	3.87(1.18)		
	4.09(1.20) 3.88(1.11)	0.199	0.217
1	4.14(1.14) 3.79(1.11)	2.391	0.017
2	4.04(1.05) 4.39(1.34) 3.79(1.14) 4.10(1.15)	2.723	0.044

( 6).

6.

	( )	t/ F	P
	3.97(1.14)		
	4.11(1.90)	-0.359	0.721
3	4.37(0.81)		
3 5	3.95(1.23)	0.336	0.716
5	4.01(1.04)		
	4.49(1.46)		
	4.20(1.15)	0.486	0.632
	4.60(1.90)		
	4.41(1.39)	0.476	0.837
3	4.60(0.56)		
3 5	4.50(0.88)	0.044	0.957
5	4.34(1.50)		
	3.94(1.06)		
	3.52(1.12)	2.641	0.009
	3.99(1.20)		
	3.74(1.09)	1.242	0.216

	3	4.60(0.56)		
	3 5	4.50(0.88)	0.044	0.957
	5	4.34(1.50)		
		4.27(0.94)		
		4.04(1.23)	0.401	0.692
		4.72(0.94)		
		3.93(1.16)	1.378	0.182
	3	4.10(1.26)		
	3 5	4.00(1.00)	0.004	0.996
	5	4.11(1.22)		

4.

가

가

가 .( =0.723, p 0.01)

가 .( =0.67, P 0.01)

가

가 가 가 , , ,

( 7).

7.

				가			
	1.000						
	- 0.18	1.000					
	0.241**	0.105	1.000				
가	0.515**	0.173**	0.261**	1.000			
	0.756**	0.390**	0.628**	0.740**	1.000		
	0.581**	0.101	0.230**	0.675**	0.624**	1.000	
	0.649**	0.113*	0.300**	0.768**	0.723**	0.623**	1.000

(\*P 0.05 \*\*P 0.01)

5.

가

가

( 8).

8.

			t
	0.147	0.243	0.605
	0.223	0.030	7.526***
	0.005	0.040	0.134
	0.055	0.031	1.793
가	0.501	0.045	11.065***
	0.162	0.046	3.554***

(\*\*\*P 0.001 R<sup>2</sup> 0.691)

가

가

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( 9).

9.

			t	R <sup>2</sup>
가	0.056	0.941	0.061	0.586
	0.293	0.112	2.616*	
	0.209	0.132	1.575	
	- 0.225	0.153	- 2.284*	
	0.869	0.187	4.488***	
	0.016	0.188	0.084	
가	- 0.900	0.734	- 1.226	0.871
	0.340	0.074	4.575***	
	0.366	0.156	2.341*	
	0.068	0.098	0.695	
	0.622	0.102	6.075***	
	-0.270	0.152	- 1.773	
가	0.148	0.320	0.463	0.651
	0.205	0.039	5.322***	
	0.018	0.052	0.003	
	0.086	0.040	2.166*	
	0.434	0.059	7.372***	
	0.222	0.056	3.978***	
가	0.911	0.620	1.470	0.918
	0.189	0.069	2.750*	
	- 0.193	0.124	- 1.556	
	0.023	0.091	0.259	
	0.734	0.160	4.593***	
	0.041	0.130	0.314	

	0.074	0.493	0.151	
	0.281	0.361	5.128***	
	0.087	0.080	1.093	0.735
	- 0.053	0.076	- 0.702	
가	0.667	0.656	8.122***	
	- 0.014	0.098	- 0.150	

(\* P<0.05 \*\*\* P<0.001)

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				t
		0.858	0.842	1.020
*		- 0.061	0.028	-2.233*
*		0.075	0.037	2.010*
	*	0.003	0.022	0.181
가	*	0.018	0.035	0.342

(\*P 0.05 R<sup>2</sup> 0.703)

가

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				t
*		- 0.218	0.104	-2.098*
*		0.117	0.106	1.111
	*	- 0.164	0.161	-1.018
가	*	0.108	0.140	0.771
	*	0.085	0.145	0.582
	*	- 0.106	0.110	- 0.963

	*	- 0.304	0.171	- 1.775
가	*	- 0.023	0.204	- 0.113
	*	- 0.062	0.033	-1.901
	*	0.081	0.051	1.578
	*	- 0.010	0.027	- 0.037
가	*	0.012	0.041	0.380
	*	- 0.139	0.130	- 1.067
	*	0.021	0.158	0.133
	*	0.009	0.125	0.077
가	*	0.110	0.221	0.496

(\*P 0.05)

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, , , , 가

(4.29)가 (3.94) , (3.61)가

(3.06) , (3.77)가 (3.27)

. 가 가 - 3 (4.53) ,3 5

(4.84), 5 (4.91) - (5.11)가

(4.79) , (4.02) (4.48)

가, (5.00), (4.95), (4.53), (3.94)

. 가 (4.83), (4.26), (4.19),

(4.04)

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| 4. |   | 1   2   3   4   5   6   7 |
| 5. |   | 1   2   3   4   5   6   7 |
| 6. |   | 1   2   3   4   5   6   7 |
| 7. | 가 | 1   2   3   4   5   6   7 |

가

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| 8.  | 가 | 1   2   3   4   5   6   7 |
| 9.  | 가 | 1   2   3   4   5   6   7 |
| 10. | 가 | 1   2   3   4   5   6   7 |

가

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| 11. | 가       | 1   2   3   4   5   6   7 |
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| 13. | ( , , ) | 1   2   3   4   5   6   7 |

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15. 가 ( . ) 

1	2	3	4	5	6	7
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16. 가 

1	2	3	4	5	6	7
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가

17. 

1	2	3	4	5	6	7
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18. 가 

1	2	3	4	5	6	7
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19. 가 

1	2	3	4	5	6	7
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1	2	3	4	5	6	7
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21. 

1	2	3	4	5	6	7
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1	2	3	4	5	6	7
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가  
23. 가

1	2	3	4	5	6	7
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24. 가 ( ) 

1	2	3	4	5	6	7
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25. 

1	2	3	4	5	6	7
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4. 가                      1) ( ) 2) ( )

## **ABSTRACT**

**The characteristics of personnel evaluation in the hospital and the trust between an employee and an appraiser which affects the fairness recognition of the personnel evaluation**

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Graduate School of  
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Today, our hospitals are facing a severe competition which is getting intensified and are at the critical point where hospital management will be changed a lot. In this hospital management, H.R.M(human resource management) is the most important part because labor costs account for 40~50% of its total costs. Thus H.R.M is one of the key-points to decide the competitiveness of a hospital. Especially, appraisal or merit rating(i.e personnel evaluation) is the most important infra-structure to motivate employees and develop human resource.

Therefore, I surveyed 329 hospital employees (except doctors) in 10 university hospitals in Seoul and analyzed the result to find out the character of personnel evaluation and the influence that the trust between the person who appraise and the person who appraised affects the fairness recognition.

According to the survey, all the employees are aware of the matter of fairness in the appraisal or merit rating. However, employees do not feel that by sex, year of employment and right to evaluate.

Employees' trust on the appraiser (the person who evaluates them), employees' participation in the evaluation and criteria of the evaluation make a significant influence on their fairness recognition. Besides employee's participation in the evaluation and the criteria of the evaluation, application of the evaluation influence the fairness recognition in nurses, the appraiser in technicians, and both of application of the evaluation and the trust on the appraiser in the employee who work in the field of administration.

The reciprocal action between the specific character of personnel evaluation and the employees' trust on their appraiser turns out to be positive in the appraiser and the trust, negative in the participation and the trust.

As above, the recognition of fairness of personnel evaluation and the factors that affect it varies by the job-series.

We need to develop a new evaluation criteria which is classified by the job series and reinforce the evaluation training. And we also need the communication between the employee and the appraiser through the evaluation process and its results to do effective H.R.M.

Key words : personnel evaluation  
recognition of fairness (of personnel evaluation),  
employees' trust on their appraisers