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**2001 6**

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가

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가

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가

가 가

가

가

23

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가

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가

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1.	.....	1
2.	.....	3
.	.....	4
1.	.....	4
2.	.....	10
3.	.....	18
4.	.....	28
5.	, , .....	32
.	.....	35
1.	.....	35
2.	.....	38
3.	.....	41
.	.....	43
1.	, .....	43
2.	, .....	46

3.	.....	54
.	.....	63
1.	.....	63
2.	.....	66
.	.....	73
1.	.....	73
2.	.....	76
	.....	80
:	.....	87
<b>Abstract</b>	.....	<b>96</b>

1.	.....	10
2.	.....	17
3.	.....	34
4.	.....	35
5.	.....	37
6.	.....	40
7.	, .....	45
8.	.....	48
9.	.....	49
10.	.....	50
11.	.....	52
12.	.....	53
13.	.....	55
14.	.....	57
15.	.....	60
16.	.....	62

1.	.....	9
2.	.....	17
3.	.....	61



, ,  
 . 6 , ,  
 1,167 , , t-test, ,  
 .  
 1. , 가,  
 . . . ,  
 . 가  
 가 가 .  
 가, . 가 , 가,  
 가 , 가, . . .  
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 2. , ,  
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 가 , 가 가  
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 가 .  
 , 가 , 가 .

가 , 가 .

3. 1 가  
, ( ) 가  
, 0.03 .  
2 가 ,  
가 0.25 가 , ,  
가 , ,  
.

4. 1 , ,  
가 ,  
, 0.16 .  
2 가 , ,  
가 0.55 가 . 3 가 , , 2  
가 , ,  
, 0.56 가 .

5. , ,  
, 17 4 13  
가 , ,  
가 ,  
가 . ,  
가 ,  
가  
25.1% , 52.7% .

가

,

.

---

: (Hospital), (organizational structure),  
(organizational culture), (organizational conflict), (organizational  
commitment)

# I.

## 1.

20

가

가

가 ,

가 .

21 가

가

가

(diplomacy

model)

가

가

(Harrison, et al, 1990).

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가

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가

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가

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( , 1999).

, 21

( , 1999).

가

가

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( , 1998).

가

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가 가

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가

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( , 1998).

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## II.

### 1.

가.

(organizational structure)

가

, 1998)

( , 1996).

가

가

1)

(Weber)

(bureaucracy)

.

, ,  
가 가

5가

( , 1998).

,  
가

2)



Likert

' system 4 '

. Likert

가

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Likert

8가

(Likert, 1967).

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가

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가

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가

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가

가

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가

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가 가

3)

가 ( , 1998). 가 , ,

1)

, 1998). ( ,

2)

(complexity), (formalization) (centralization)가 3  
가 ( , 1985; Robbins, 1990; ,  
1990; , 1996; , 1998).

, ,  
가  
가 , ,  
.

1)

( , 1985). 가

, ,  
, ,  
, 가  
가 .

2)

, (

Robey, 1994; Schermerhorn, 1996). (mechanistic structure)

(organic structure)

( , 1996).

1 1 .

1

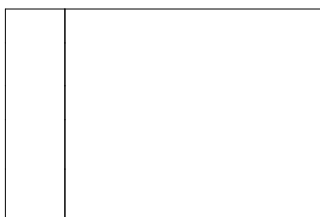
가  
가

가  
( , 1988).  
가

가

가  
가 .

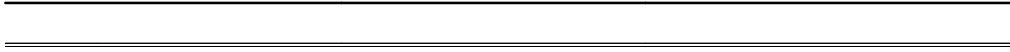
가



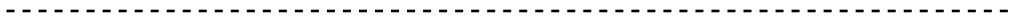
1.

: Schermerhorn, 1996

1.



( )



가 , 가 , 가  
가 , 가



: Robey, 1994

2.

가.

1980

가 , ,

,  
( , 1999).

(cultivate) 가 ' cultura '

(nature)

,

, 1994).

가 (

가

가 , (Light et al, 1996).

가 (basic assumption) , (Schein, 1992).

가 , 가 , ( , 1991; , 1991; , 1991; , 1992) . 가 , 가 ( , 1998), ( , 1999)

가 , , 가 (organizational climate) . 가 ( , 1991; 가 , 1992; , 1996).







가 . ,

가 ( , 1999)

.

1)

, . Deal Kennedy(1982)

, 가 , , ,

, Schein ,

( , 1991).

가 7S ,

( , 1991; , 1998).

가 (Shared value) : 가 가

, , 가 , .

(Strategy) :

가 .

(Structure) :

,

가 .

(System) :

, , , , , ,

(Staff) : , 가 ,

(Skill) : ,

(Style) : 가

2)

가  
, 가

( , 1998).

: 가

:

가 : 가

:

가 : 가 . 가 .

가 , 가

가 .

. Deal Kennedy

Harrison Handy , ,

가 ( ),

가 ( ),

( ), ( )

Scholz , ,

가

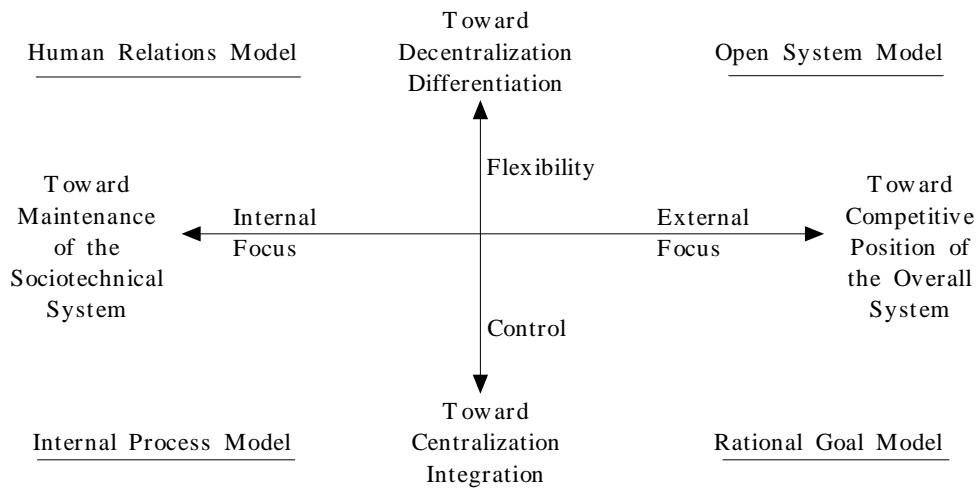
( , 1999). Deal Kennedy ,

Quinn 가 가

가 (paradoxical

values)

2, 2 (Quinn, 1991).



2.

: Quinn, 1991

2.

가	,
가	,
가	,
가	,
가	,

Quinn , , 가 가 , 가 가 가 .

**3.**

가.

가 (confligere) ‘ 가 ’ ( , 1998). 가 가 , 가 가 가 .

March Simon(1958) (standard mechanisms)

Pondy(1967) , Schmidt Kochan(1972) 가

Litterer(1974)

, Robbins(1974)

, Miles(1980)

가

. Reitz(1981)

, Luthans(1985)

가 ,

, (1998)

가

, ,  
.

가

가

가

가

(traditional view)

가

(behavioral view),

(interactional view) 가 ( , 1987).

가

가 (Pondy, 1967).

( , 1998).

(great injury) (great good)

1)

Sexton(1970), Robbins(1974)

Dahrendorf

, Coser

Dahrendorf(1959), Coser(1964),

가

가

Robbins

Sexton

가

가

가

가

가

가

가

( , 1998)

가

2)

Elton Mayo

Mayo

Baritz(1974)가

. Baritz



가 ,

가 .

가 .

가 .

가 .

Kenneth

( , 1995).

: , , ,

:

:

, ,

가 .

,

가

.

.

가 가

Simon March(1958)

가 가

(goal conflict),

(frustration conflict),

(role conflict)

2

가

(defence mechanism)

(aggression),

(withdrawal),

(fixation)

(compromise)

(Luthans, 1985)

Pondy(1967)

가

(bargaining model) :

(bureaucratic model) :

(system model) :

Luthans(1985)

( , , ),

( , , , )

Simon March

) .  
,  
(hierarchical conflict) :

,  
(functional conflict) :

( , 1998)

- (line- staff conflict) :

(formal-informal conflict) :

(1989)

(

, ),

(

),

(1990)

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,

,

(1998)

가

가

가

: Renwick(1975)

가  
가  
, , , , :  
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, , ,  
,  
가  
, , ,  
( , 1998;  
, 1998).

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가  
,  
Simon March(1958)  
, ( 가 )  
( 가 )

가 ), ( 가 )

:

가

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가 가 가 가

Litterer(1968)

Hellriegel Slocum(1974)

, Filley(1975)

. Thomas Schmit(1976)

가

Lanford(1981)

(1998)

( , 1987; , 1998; , 1998).

1)

가 . 가 :

가 ,  
가 .

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: 가

: 가

가

2)

가 :

가 :

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가

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가

가

4.

가.

가

가

가

가 (1992)

(1992)

( , , , , )

(1994) - (Robbins, 1990)  
 Daft Steers  
 (operative goals),  
 (1994)  
 가  
 2  
 가 가  
 ( , efficiency)  
 (比)  
 가  
 (比) ( , 가  
 1992). (1992)  
 ( )



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, 가 ( , 1992; , 1992).  
가 가 ,

· , , · ,  
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( , 1991).

Campbell(1977)

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( , 1994). , ,

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· 가  
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가 ( , 1992). 가  
· , , , ,  
가 , ,

( , 1994). Buchanan(1974)

가

가 ,

, Mowday (1979)

가

가

가 ,

( , 1986).

( , 1992;

Porter, Steers & Mowday, 1974).

가

( ,

1994; , 1991; , 1995; , 1986; , 1991; ,  
1996; , 1994).  
가 .

## 5. , ,

, ,  
가 , 4 2 .  
, 가  
가 가  
가 가  
가 가

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, 가 ( , 1999).  
가 7S ( , 1991; , 1998),  
가 (Structure) . ,  
,  
가 .  
가 .  
, 가  
가  
가 .

가 (Robbins, 1974; Lanford, 1981; , 1998 et al),

Litterer(1965), (1983), (1987),  
(1995), West Anderson(1996), (1998), (1998)  
· Robbins(1974)  
, , . ,  
가 가 가가  
, , , 가 가 .  
가 가 가  
, 가  
가 (Filley,  
1975; Lanford, 1981), , 가  
,  
, 가 ( , 1987;  
, 1998; , 1998).  
가 . , 가  
, , 가  
가  
( , 1999).  
가 . ,  
,  
( 3). 가  
, 가 가

( , 1998).

3.

	가

: Gibson et al, 1982

Campbell(1977)

, , ( ,  
1994), ,  
,  
가 ( , 1994; , 1991; , 1994;  
, 1995; , 1986; 가 , 1992; , 1996; , 1993; ,  
1996; , 1994).

### III.

#### 1.

278 (18.0%), 61 (21.9%), 35 (12.6%), 23 (8.3%), 21 (7.5%), 2 (0.7%), 1 ((0.3%)) ( , 2001). 가 가, 가 , 6 ( 4).

1

#### 4.

A	1995	702	250	192	76.8
B	1995	611	250	193	77.2
C	1989	2,200	250	218	87.2
D	1994	1,263	250	215	86.0
E	1983	762	250	166	66.4
F	1980	834	250	183	73.2

( , , )

48 2001

4 11 4 20 1,500

1,197 (79.8%) , 30 1,167

(77.8%) . 4 .

, 가 488 (41.8%), 가 679 (58.2%) ,

3 30 39 가 47.2% 가 20 29

(39.5%), 40 (13.3%) . 20 29 가 , 40

가 . 92.5%가

, 529 (45.5%) 가 (39.6%), (7.6%),

(7.4%) . 58.3%가

. 64.5%

(16.1%), (12.5%), (6.0%), (1.0%)

가 .

50.3%가 5 10 , 5 30.8%, 10 18.9% .

5 10 가 6 3 가 8

가 .

5.

	4(1.0)	220(56.3)	264(67.7)	488(41.8)
	382(99.0)	171(43.7)	126(32.3)	679(58.2)
	386(100.0)	391(100.0)	390(100.0)	1,167(100.0)
20- 29	200(51.8)	135(34.6)	126(32.3)	461(39.5)
30- 39	156(40.4)	185(47.4)	209(53.6)	550(47.2)
40	30(7.8)	70(17.9)	55(14.1)	155(13.3)
	386(100.0)	390(100.0)	390(100.0)	1,166(100.0)
	3(0.8)	77(19.8)	8(2.1)	88(7.6)
	193(50.1)	140(36.1)	196(50.3)	529(45.5)
	159(41.3)	148(38.1)	153(39.2)	460(39.6)
	30(7.8)	23(5.9)	33(8.5)	86(7.4)
	385(100.0)	388(100.0)	390(100.0)	1,163(100.0)
	200(51.9)	131(33.9)	147(38.5)	478(41.5)
	184(47.8)	253(65.5)	235(61.5)	672(58.3)
	385(100.0)	386(100.0)	382(100.0)	1,153(100.0)
	1(0.3)	10(2.6)	-	11(1.0)
	18(4.7)	36(9.3)	15(3.9)	69(6.0)
	43(11.2)	54(13.9)	47(12.2)	144(12.5)
	51(13.3)	60(15.4)	75(19.5)	186(16.1)
	270(70.5)	229(58.9)	247(64.3)	746(64.5)
	383(100.0)	389(100.0)	384(100.0)	1,156(100.0)
5	130(33.7)	98(25.1)	131(33.7)	359(30.8)
5- 10	191(49.5)	216(55.4)	179(46.0)	586(50.3)
10	65(16.8)	76(19.5)	79(20.3)	220(18.9)
	386(100.0)	390(100.0)	389(100.0)	1,165(100.0)



## 2.

( 6). , 7 73  
 , Cronbach- 가 0.8861,  
가 0.8864, 가 0.9260, 0.9301 .

### 가. (organizational structure)

(Likert, 1967),  
, ‘ 1 ‘  
, 5 5 .  
(Robey, 1994; Schermerhorn, 1996), , ,  
, ‘-3 +3’ ‘-3’ 가  
, ‘+3’ 가 가 .

### . (organizational culture)

(Quinn,  
1991) , , ( . 1998)

가  
가  
' 1  
' 5 5  
가

. **(organizational conflict)**

(Luthans, 1985)

. (hierarchical conflict)

, (functional conflict)

, ' 1 ' 5 5  
가

. **(organizationl commitment)**

Mowday (1979)

, ‘ ’ 1 ‘ ’ 5 5  
 가 가 .

6.

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	1	Likert	, , , , ,
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16	9	/	, , , , ,
	16		, , , , ,
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	17		, , , , ,
	32		, , , , ,
21	33		, , , , ,
	37		, 가 , , , , ,
			, 가 , , , , ,
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	38		, , , , ,
	49		, , , , ,
24			, , , , ,
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	50		, , , , ,
	61		, , , , ,
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	62	Mowday	, , , , ,
15	73		, , , , ,
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### 3.

SPSS PC+(Version 10.0) AMOS (Analysis of MOment Structure) 4.0

, t-test (ANOVA)

(hierarchical multiple regression)

(SEM : Structural Equation Model)

가 ( 1 ), ( 2 ),

가( 3 ), ( 4 ), ( 5 )

1) 1 : 가

가 1 ;

가 2 ; 가

가

가 3 ; 가

가

가 4 ; 가

2) 2 :

가

Lisrel

3) 3 :

가 (Absolute Fit Measure), (Incremental Fit Measure), (Parsimonious Fit Measure) 가

가 (sig.) 0.05 가

4) 4 :

가

5) 5 :

1 4 ,

# IV.

1. ,

t-test

( 7).

1)

, 가 , 가  
가 가  
가  
,  
, 5 10 가 가  
, 가

2)

가 ,  
,  
가 가  
가 가  
가

가 .

가 , 5 10 , 가 가 , ,

가 .

3) 가 . , 가 , 가 , ,

가 . , 가 , 가 . , ,

가 . , 가 .

4) 가 가 , . 가 .

가 가 .

가 가 , , .

7.

		3.04	0.40	3.12	3.12	3.18	3.41	3.25	3.01	2.75	3.25
		2.89	0.36	2.94	3.11	3.08	3.38	3.17	3.09	2.72	3.04
	t	3.75*	1.01	4.19**	4.94*	3.54	0.69	2.07*	-2.36*	0.77*	5.35**
20	29	2.88	0.36	2.96	3.06	3.09	3.34	3.11	3.10	2.73	2.93
30	39	2.94	0.40	2.97	3.11	3.12	3.41	3.20	3.07	2.74	3.17
40		3.17	0.34	3.31	3.29	3.20	3.46	3.47	2.91	2.72	3.56
	F	11.36**	0.91	16.43**	6.27**	2.89	2.34	17.16**	6.04**	0.04	61.43**
		2.98	0.53	3.06	3.06	3.12	3.28	3.20	3.08	2.81	3.26
		2.89	0.36	2.92	3.03	3.12	3.36	3.13	3.07	2.75	3.03
		3.00	0.38	3.06	3.20	3.11	3.43	3.25	3.06	2.72	3.16
		3.26	0.31	3.29	3.26	3.20	3.48	3.42	2.96	2.56	3.46
	F	11.57**	1.87	8.08**	6.44**	0.91	2.11	5.76**	0.96	2.53	13.52**
		2.85	0.38	2.92	3.02	3.11	3.33	3.10	3.11	2.79	2.99
		3.01	0.43	3.03	3.14	3.14	3.40	3.27	3.05	2.68	3.15
		3.14	0.29	3.19	3.29	3.06	3.49	3.37	2.91	2.65	3.43
		3.44	0.37	3.52	3.66	3.22	3.77	3.63	2.86	2.54	3.74
		3.27	0.33	3.43	3.75	3.11	3.80	3.84	2.83	2.38	3.67
	F	19.07**	0.89	15.56**	18.52**	1.50	10.01**	16.46**	6.17**	4.19**	35.40**
5		2.86	0.28	2.98	3.05	3.09	3.32	3.11	3.03	2.69	2.97
5	10	2.97	0.44	3.00	3.16	3.11	3.47	3.22	3.07	2.74	3.11
10		3.03	0.38	3.11	3.11	3.17	3.30	3.31	3.07	2.78	3.44
	F	3.99*	5.71**	2.60	2.71	1.96	8.70**	6.19**	0.79	1.41	37.50**
		2.95	0.38	3.01	3.11	3.12	3.39	3.20	3.06	2.73	3.13

\* : P<0.05      \*\* : P<0.01



2. ,

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가.

8가 ( ,

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(Likert,

1967)

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가

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 ) ( ), 가  
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 ), 가 ( ), ,  
 가 .

8.

					F
1)					
	2.90 ± 0.79	2.90 ± 0.94	2.92 ± 0.93	2.90 ± 0.89	0.10
	2.80 ± 0.85	2.81 ± 0.91	2.82 ± 0.95	2.81 ± 0.90	0.06
	2.87 ± 0.75	2.84 ± 0.83	2.87 ± 0.87	2.86 ± 0.82	0.15
	3.10 ± 0.82	3.03 ± 0.87	3.02 ± 0.86	3.05 ± 0.85	0.93
	2.78 ± 0.86	2.80 ± 0.93	2.67 ± 0.88	2.75 ± 0.89	2.51
	3.03 ± 0.86	2.84 ± 0.88	2.89 ± 0.92	2.92 ± 0.89	4.57*
	3.13 ± 0.86	3.15 ± 0.85	3.17 ± 0.91	3.15 ± 0.87	0.24
	3.19 ± 0.99	3.17 ± 0.92	3.11 ± 1.00	3.16 ± 0.97	0.90
	2.97 ± 0.64	2.94 ± 0.66	2.93 ± 0.68	2.95 ± 0.66	0.38
-----					
2)					
	1.11 ± 1.53	1.25 ± 1.53	1.08 ± 1.68	1.15 ± 1.58	1.35
	0.86 ± 1.54	0.82 ± 1.51	0.69 ± 1.56	0.79 ± 1.54	1.36
	-1.02E-16 ± 1.66	0.17 ± 1.77	0.30 ± 1.77	0.15 ± 1.74	2.88
	-0.85 ± 1.55	-0.23 ± 1.69	-0.54 ± 1.53	-0.54 ± 1.61	15.15**
	-0.35 ± 1.57	-0.32 ± 1.78	-0.43 ± 1.72	-0.36 ± 1.69	0.45
	0.65 ± 1.51	0.80 ± 1.58	0.74 ± 1.62	0.73 ± 1.57	0.95
	0.34 ± 1.59	0.30 ± 1.58	0.37 ± 1.67	0.34 ± 1.61	0.22
	0.56 ± 1.53	0.86 ± 1.50	0.88 ± 1.52	0.77 ± 1.52	5.35**
	0.29 ± 0.65	0.46 ± 0.69	0.39 ± 0.70	0.38 ± 0.68	5.85**

1) 1.

5.

2) -3.

+3.

\* : P &lt; 0.05

\*\* : P &lt; 0.01

가 가 ( 8). 가

9.

				F
2.98 ± 0.68	3.05 ± 0.72	3.01 ± 0.74	3.01 ± 0.71	1.01
3.20 ± 0.70	3.06 ± 0.73	3.08 ± 0.72	3.11 ± 0.72	4.44*
3.05 ± 0.48	3.16 ± 0.45	3.14 ± 0.51	3.12 ± 0.48	6.09**
3.42 ± 0.65	3.36 ± 0.65	3.39 ± 0.66	3.40 ± 0.65	0.63
3.16 ± 0.43	3.16 ± 0.48	3.16 ± 0.46	3.16 ± 0.46	0.01

\* : P<0.05    \*\* : P<0.01

가 가 가 가

가 가 , ‘ 가 , 가 가 ( 10). 가

10.

					F
	$3.47 \pm 0.87$	$3.32 \pm 0.87$	$3.36 \pm 0.91$	$3.38 \pm 0.89$	2.95
	$3.55 \pm 0.90$	$3.47 \pm 0.86$	$3.52 \pm 0.90$	$3.51 \pm 0.88$	0.83
가	$3.14 \pm 0.86$	$3.13 \pm 0.89$	$3.17 \pm 0.93$	$3.14 \pm 0.89$	0.28
	$3.05 \pm 0.80$	$3.03 \pm 0.84$	$3.06 \pm 0.84$	$3.05 \pm 0.83$	0.12
가	$3.00 \pm 0.86$	$2.89 \pm 0.90$	$2.88 \pm 0.98$	$2.93 \pm 0.91$	1.95
	$3.24 \pm 0.66$	$3.16 \pm 0.66$	$3.19 \pm 0.71$	$3.20 \pm 0.68$	1.28

가 ( 11).

11.

				F	
	3.17 ± 0.83	3.21 ± 0.84	3.08 ± 0.83	3.15 ± 0.83	2.30
	2.76 ± 0.84	2.90 ± 0.87	2.79 ± 0.90	2.82 ± 0.87	2.96
	3.30 ± 0.92	3.24 ± 0.91	3.30 ± 0.96	3.28 ± 0.93	0.60
	3.45 ± 0.91	3.28 ± 0.92	3.34 ± 0.86	3.35 ± 0.90	3.60*
	2.97 ± 0.85	2.93 ± 0.79	3.05 ± 0.82	2.98 ± 0.82	2.14
.	3.33 ± 0.79	3.30 ± 0.81	3.15 ± 0.84	3.26 ± 0.82	5.58**
	2.97 ± 0.87	2.86 ± 0.86	3.05 ± 0.91	2.96 ± 0.88	4.56*
.	3.48 ± 0.86	3.22 ± 0.95	3.22 ± 0.89	3.31 ± 0.91	10.47**
	2.95 ± 0.84	2.89 ± 0.85	2.92 ± 0.85	2.92 ± 0.84	0.38
	2.67 ± 0.85	2.65 ± 0.89	2.62 ± 0.92	2.65 ± 0.89	0.44
.	3.15 ± 0.87	3.19 ± 0.88	2.91 ± 0.98	3.08 ± 0.92	10.77**
	2.97 ± 0.80	3.02 ± 0.84	2.86 ± 0.89	2.95 ± 0.84	3.44*
	3.09 ± 0.56	3.06 ± 0.58	3.02 ± 0.62	3.06 ± 0.59	1.49
	3.17 ± 0.88	3.18 ± 0.95	3.36 ± 0.90	3.24 ± 0.91	4.97**
	3.03 ± 0.97	3.14 ± 0.99	3.30 ± 0.99	3.16 ± 0.99	7.82**
	2.71 ± 0.91	2.82 ± 0.97	2.97 ± 0.97	2.84 ± 0.96	7.44**
	2.70 ± 0.83	2.66 ± 0.86	2.93 ± 0.89	2.77 ± 0.87	11.04**
	2.63 ± 0.91	2.68 ± 0.88	2.89 ± 0.98	2.73 ± 0.93	8.74**
	2.39 ± 0.92	2.50 ± 0.94	2.70 ± 0.96	2.53 ± 0.95	10.83**
	2.39 ± 0.94	2.63 ± 0.95	2.79 ± 1.00	2.60 ± 0.98	17.40**
	2.38 ± 0.94	2.66 ± 1.00	2.78 ± 1.03	2.61 ± 1.00	16.95**
	2.61 ± 0.91	2.49 ± 0.89	2.68 ± 0.88	2.59 ± 0.90	4.33*
	2.57 ± 0.86	2.45 ± 0.83	2.65 ± 0.85	2.56 ± 0.85	5.08**
	2.58 ± 0.88	2.49 ± 0.87	2.72 ± 0.87	2.60 ± 0.88	6.60**
	2.56 ± 0.87	2.48 ± 0.85	2.62 ± 0.82	2.55 ± 0.85	2.60
	2.64 ± 0.64	2.68 ± 0.68	2.87 ± 0.68	2.73 ± 0.67	12.66**

\* : P<0.05

\*\* : P<0.01

가 가 , 가 , ,  
 가 . 12 2 , ‘  
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 3 . 7  
 가 ( 12).

12.

					F
	3.25 ± 0.69	3.35 ± 0.65	3.31 ± 0.69	3.30 ± 0.68	2.16
	3.04 ± 0.90	3.22 ± 0.91	3.12 ± 0.97	3.13 ± 0.93	3.73*
	3.09 ± 0.84	3.22 ± 0.84	3.06 ± 0.89	3.12 ± 0.86	3.91*
	2.87 ± 0.82	3.26 ± 0.88	3.06 ± 0.90	3.06 ± 0.88	19.40**
	3.38 ± 0.91	3.43 ± 0.89	3.27 ± 0.95	3.36 ± 0.92	3.12*
	3.01 ± 0.85	3.05 ± 0.87	2.93 ± 0.86	3.00 ± 0.86	2.05
	2.66 ± 0.90	2.95 ± 0.94	2.75 ± 0.96	2.79 ± 0.94	9.56**
	3.19 ± 0.91	3.33 ± 0.88	3.18 ± 0.92	3.23 ± 0.91	3.40*
	3.02 ± 0.83	3.17 ± 0.85	3.10 ± 0.92	3.10 ± 0.87	3.27*
	3.02 ± 0.78	3.04 ± 0.86	3.03 ± 0.88	3.03 ± 0.84	0.06
	3.42 ± 0.89	3.54 ± 0.87	3.47 ± 0.93	3.48 ± 0.90	1.91
가	2.91 ± 0.93	2.97 ± 0.92	2.88 ± 0.97	2.92 ± 0.94	0.82
	3.07 ± 0.65	3.21 ± 0.63	3.10 ± 0.69	3.13 ± 0.66	4.96**

\* : P<0.05

\*\* : P<0.01



3.

가.

( 13).

( )

가

0.03

2

가

0.25

0.22

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25%

가

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13.

	1		2	
	B	S.E.	B	S.E.
(0= )	-4.12E-02	0.05	2.91E-02	0.04
	-3.04E-03	0.01	-8.46E-03	0.01
(0= )	-2.84E-02	0.07	-8.53E-02	0.06
	3.81E-02	0.07	-3.33E-02	0.06
	-3.66E-02	0.09	-0.10	0.08
(0= )	5.10E-02	0.05	-4.49E-02	0.04
	0.12*	0.05	4.52E-02	0.04
(0= )	1.28E-02	0.18	-4.80E-03	0.16
	0.11	0.18	-2.53E-02	0.16
	0.19	0.18	-1.92E-02	0.16
	0.28	0.18	1.80E-02	0.16
	1.16E-03*	0.00	1.56E-03**	0.00
			-0.17**	0.04
			-8.96E-03	0.02
			-0.12**	0.03
			-9.68E-02**	0.03
			0.15**	0.03
			0.12**	0.03
			-8.90*	0.04
constant	2.60**	0.27	3.68**	0.27
Adj. R <sup>2</sup>	0.03		0.25	
F	3.77**		21.24**	

\* : p<0.05      \*\* : p<0.01

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 가 0.16 . , 가  
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 0.16 0.55 0.39 가 , 가 55% .  
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 , 0.55 0.56 0.01 가 .

14.

	1		2		3	
	B	S.E.	B	S.E.	B	S.E.
(0= )	0.15	0.05	2.25E-02	0.04	2.35E-02	0.04
	6.33E-03**	0.00	1.30E-02**	0.00	1.29E-02**	0.01
(0= )	-0.18*	0.08	-2.28E-02	0.06	-2.86E-02	0.06
	-0.16*	0.08	-5.80E-02	0.06	-6.34E-02	0.06
	-0.12	0.10	-4.18E-02	0.08	-5.40E-02	0.08
(0= )	-4.23E-02	0.06	8.75E-02*	0.04	8.13E-02*	0.04
	-0.11	0.05	-1.19E-02	0.04	-7.68E-03	0.04
(0= )	0.18	0.20	0.17	0.15	0.18	0.15
	-0.11	0.20	0.12	0.15	0.12	0.15
	-0.31	0.20	1.75E-02	0.15	1.79E-02	0.15
	-0.38	0.21	4.02E-02	0.15	4.63E-02	0.15
	1.91E-03**	0.00	1.29E-03**	0.00	1.37E-03**	0.00
			0.21**	0.03	0.20**	0.03
			-2.29E-02	0.02	-2.26E-03	0.02
			0.23**	0.03	0.22**	0.03
			4.01E-02	0.03	2.98E-02	0.03
			3.22E-02	0.03	3.84E-02	0.03
			-4.36E-02	0.02	-3.54E-02	0.02
			0.24**	0.03	0.24**	0.03
					-1.87E-02	0.03
					-5.35E-02*	0.02
constant	3.23**	0.31	0.39	0.26	0.65*	0.28
Adj. R <sup>2</sup>	0.16		0.55		0.56	
F	18.70**		74.83**		68.70**	

\* : p<0.05      \*\* : p<0.01

(exogenous variable)

(endogenous variable)

(Dummy )

(Hair, et al, 1998; , 2001),

가 . 가 가 가  
가 가 , 가 가  
(regression weight) 1 . 가  
, 가

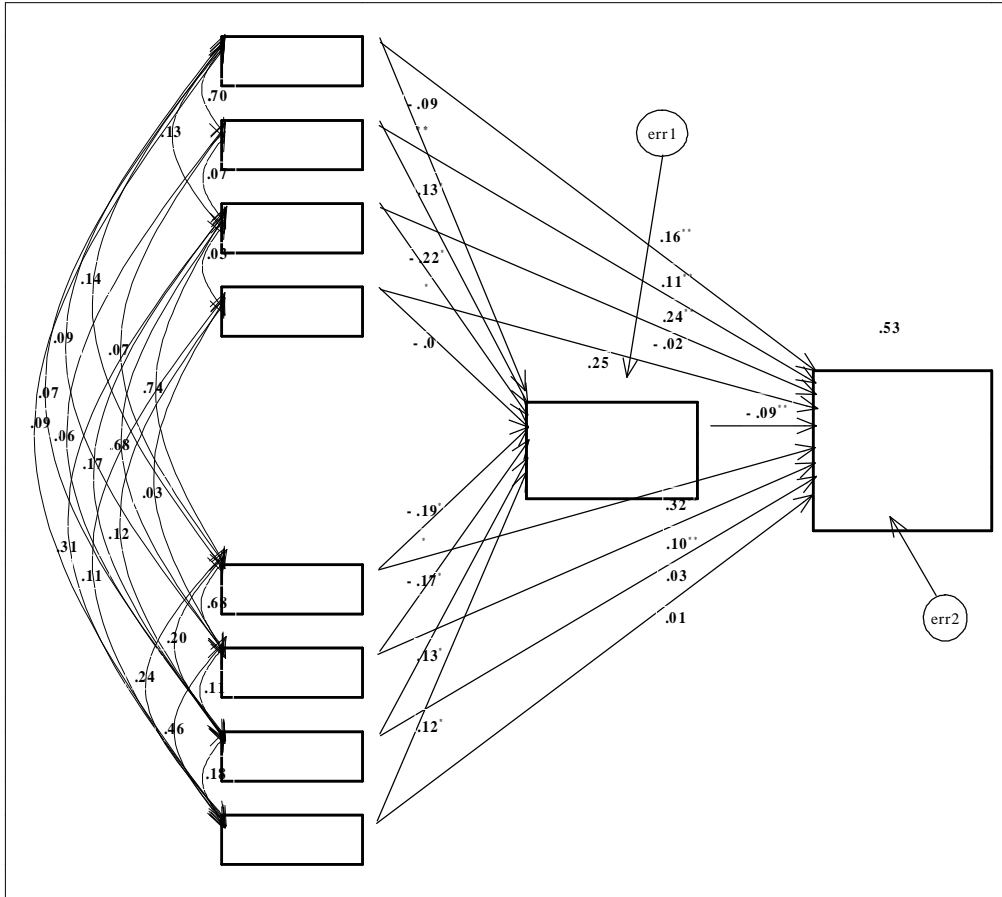
17 4 ( , 13  
, )  
가 P 0.07 . ,  
가 가 , 가  
, 가 가  
가 가 .  
( 15, 3). 3

, (-0.19), (-0.17), (-0.09) , (-0.22), 가  
 (0.13), (0.13), (0.12)  
 . 가 (0.32),  
 (0.24), (0.16), (0.11), (0.10) ,  
 -0.09 .  
 16 .  
 가  
 ( , 2000).  
 25.1% , 52.7% .

15.

Estimate	Standardized Estimate	S.E	P
-0.008	-0.092	0.003	0.012
0.001	0.134	0.000	0.000
-0.182	-0.219	0.034	0.000
-0.011	-0.013	0.021	0.608
-0.147	-0.191	0.032	0.000
-0.132	-0.172	0.031	0.000
-0.154	0.135	0.030	0.000
-0.097	0.115	0.025	0.000
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0.017	0.158	0.003	0.000
0.001	0.114	0.000	0.000
0.236	0.237	0.033	0.000
-0.017	-0.018	0.020	0.378
0.292	0.317	0.031	0.000
0.095	0.104	0.030	0.001
0.047	0.034	0.029	0.110
0.008	0.008	0.024	0.744
-0.104	-0.087	0.028	0.000

\* Squared Multiple Correlations :           =0.251,           =0.527



$\chi^2=10.18(df:5), P=0.070, * : P < 0.05, ** : P < 0.01$

3.



16.

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Estimate
0.186
0.468
0.114
0.243
0.206
0.682
0.116
0.128
0.039
0.317
0.176
0.682
0.745
0.033
0.068
0.071
0.075
0.097
0.075
0.094
0.147
0.133
0.706

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1.

6 ( 2 , 2  
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 73 ,

가 가  
 5 가 ‘ ( 3 ) ’  
 가 .

가 가 ,  
 가 ,



가 . ,  
 . ( s) (bs)  
 (Duncan, 1975; Namboodiri, Carter,  
 & Blalock, 1975),  
 ,  
 가 가 (Pedhouzur,  
 1982). , s  
 ( , 1986). ,  
 (1986) log odds  
 . , 가 (pooled time-series and cross-section  
 data) panel model  
 가 1  
 가

가  
 ( s) 가  
 . 가  
 가 가 ,  
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 , 가 .  
 2 가  
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 2 가 ,

, 가  
(Dillon & Goldstein, 1984).

(Covariance Structural Modeling)

## 2.

가.

1)

5 10 가  
가  
가  
가 21  
( , 1999)

( , 1996)

가 ,  
가 (Burns  
& Stalker, 1961),

2)

, ( , ,  
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( , 1993) ,

가 ,  
가 . 800 3 10  
( ,  
1998)  
(affiliative culture), (innovate  
culture), (conservative culture), (task culture)

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, 가 ,  
, , , .  
, 가 ,  
가 ,  
(1996), (1996), (1996), (1999) 가

가 4 , 가 1  
가 1 , 가  
( , 1986), 가  
가 가 가

3)

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가 , 가  
가, , 가

30 39

가 ( , 1998)  
가 , 가  
( , 1997)

, , (1991)  
가

4)

( , , , , )  
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 , 가 , 가 ,  
 가 , 가  
 . , 가  
 ( , 1987; , 1997) , 가  
 가  
 (Grusky, 1966) .  
 , 가 ,  
 (1999) 가 .  
 (1997) , , .  
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 1)



가

가 . ,

( , 1989)

가 , 가 1

가

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(Litterer, 1965; , 1987; , 1988;

, 1998; , 1998; , 1997)

Litterer(1965)

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(1983)

(1987) 가 가

가 West Anderson(1996)

(box)

가 (circular structure)

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가 ( , 1998; , 1998),

가 가

( , 1997)

가

가

(1988) , Conflict Resolving System( , 1995)

가

2)

가 ( , 1999),  
 ( , 1999; , 1999; ; 1999, , 1999)  
 가  
 , 3  
 (Hrebiniak &  
 Alluto, 1972; Alluto et al, 1973; Welsh & Lavan, 1981; , 1991)  
 가 가  
 (Hrebiniak & Alluto, 1972),  
 가 가 , 가  
 (Sheldon, 1971)  
 (1999) 가  
 (1994) , (1991)  
 2 3 ( )  
 (Morris & Steers, 1980)  
 , (1993)  
 가  
 (1998)  
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 . , Quinn MacGrath(1985)  
 (consensual culture), (developmental culture),  
 (hierarchical culture), (rational culture)  
 (1999)  
 가 .  
 가  
 ( , 1994; , 1994; , 1996)가 . ,  
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 가 ( , 1986; ,  
 1991; , 1991; , 1994; , 1996) .  
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 가 ( , 1996)  
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1.

1,167 , t-test, 6

1. 가,

5-10 , 10 , 5

가,

가, 가 가, 가 가, 가 가, 가 가, 가

2. 가

가

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4.

가 , 0.16 가 , 0.55 0.39 가 1 ( ) 가 , 2 가 , 가 0.55 가 , 가 3 가 , 2 가 , 0.56 가 .

5.

17 4 ( ) 13 가 P 0.07 가 , 가 , 25.1% , 52.7% .

2.

가 , , ,  
가 . 가  
가 ,  
가 , 가  
가 .  
가 . , 가  
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가 .  
가 , 가  
가 ,  
가 , 가  
가 , 가  
가 2.95(5 ) , 가  
가 8 , ,  
가 , , , , 가

가 , 가 가 .

, , , , 가 0.38(-3 +3 ) ,

가

가

가 가 (Martin, Sitkin & Boehm, 1985; Walton, 1985),

가 가 3.16(5 )





가 . 가  
가 . 가  
, 가  
가 .

. , 1995  
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1999; 9(1): 178-199  
. , 1989  
. , SPSS , 2001  
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1999; 4(2): 242-265  
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1998; 3(1): 62-82  
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1994; 18: 65-90  
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QA 1999; 5(2): 278-294  
1995; 24(3): 213-238  
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1999; 4(2): 1- 20  
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1994; 4(2): 77- 110  
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. , 1983  
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1996; 1: 125- 143  
. .  
1996; 6(2): 43- 57

, 1993

1996; 6: 295-327

, 1994

( ). , 1997

1999; 32(3): 374-382

1994; 18:

283-328

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, 1993

. SPSS , 2000

1997

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14.                      \_\_\_\_\_      -3 -2 -1 0 +1 +2 +3      \_\_\_\_\_  
       \_\_\_\_\_      ←| | | | | | |→      \_\_\_\_\_  
       \_\_\_\_\_      \_\_\_\_\_

15.                      \_\_\_\_\_      -3 -2 -1 0 +1 +2 +3      \_\_\_\_\_  
       \_\_\_\_\_      ←| | | | | | |→      \_\_\_\_\_

16.                      \_\_\_\_\_      -3 -2 -1 0 +1 +2 +3      \_\_\_\_\_가

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## **ABSTRACT**

### **The Relation of Organizational Structure and Culture Perception, Conflict Experience, Commitment of Hospital Employees in Korea**

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**The Graduate School**

**Yonsei University**

**(Directed by Professor Kim, Han Joong M.D., Ph.D.)**

The purpose of this study is to analyze the characteristics of hospital organizational structure, organizational culture, organizational conflict and organizational commitment, and to examine the interrelation of influential factors in organizational conflict and organizational commitment. The data for this study were collected through a self-administered survey with a structured questionnaire to 1,167 subjects from several nursing staff members, administration staff members and medical technicians of six hospitals. In this analysis frequency test, t-test, ANOVA, hierarchical multiple regression and structural equation model were used.

The main findings of this study are as follows.

1. Perceptions on the design of organizational structure were dependent

on respondents' sex, age, academic background, position and the year of service in respective hospitals. Perceptions on the style of organizational structure were dependent on the type of occupation and the year of service in respective hospitals. Perceptions on organizational culture were dependent on socio-demographic characteristics.

Organizational conflict was divided into two categories : hierarchical conflict and functional conflict. Hierarchical conflict was dependent on sex, age and position. In contrast, functional conflict was dependent on sex as well as the type of occupation and position. Organizational commitment was dependent on all socio-demographic variables.

2. Perceptions on the design of organizational structure were analyzed by occupation. In every occupations the level of perceptions on mutual process, control and goal-setting were above average, and the level of perceptions on motivation, communication and decision-making process were below average. All of the occupations perceived the type of organizational structure as mechanistic structure, and the range of management and formality as the characteristics of systematic organization. In relation to culture, perceptions on rational goal culture were at the highest level and perceptions on human relations culture were at the lowest level. The level of perceptions on open system culture and internal process culture were dependent on the type of occupation ; The differences produced by each type was statistically significant. In relation to organizational conflict, all of the occupations experienced functional conflict rather than hierarchical conflict. Medical technicians had the

highest number of hierarchical conflict, while nursing staff members had the lowest number of hierarchical conflict. Administration staff members showed the highest level of organizational commitment, while nursing staff members showed the lowest level of organizational commitment.

3. Factors which influence organizational conflict were analyzed. The type of occupation and the year of service were socio-demographic variables which influenced organizational conflict positively. Adjusted R square was 0.03. Perceptions on organizational structure and organizational culture were analyzed with two-level variables that were added. The findings were as follows.

Adjusted R square increased to 0.25. The year of service, internal process culture and rational goal culture were positive variables. The design of organizational structure, human relations culture and open system culture were negative variables.

4. Variables which influence organizational commitment were analyzed. Age and the year of service were positive variables, while academic background based on high school education was a negative variable. Adjusted R square was 0.16. Perceptions on organizational structure and organizational culture were analyzed with two-level variables that were added. The findings were as follows.

The characteristics of organizational structure, human relations culture and organizational culture were positive variables. Adjusted R square increased to 0.55. The variables of organizational conflict were added in 3

steps. Findings were as follows. The variables of hierarchical conflict showed negative influence and were included in two-level influential variables. Adjusted R square increased to 0.56.

5. Structural equation model was analyzed in order to examine the relation between organizational structure and the variables of organizational culture, organizational conflict and organizational commitment. Thirteen path coefficients out of seventeen path coefficients were significant. Age had negative influence on organizational conflict and positive influence on organizational commitment. The year of service had positive influence on organizational conflict and organizational commitment. The design of organizational structure, human relations culture and open system culture had negative influence on organizational conflict. They had positive influence on organizational commitment. Internal process culture and rational goal culture had positive influence on organizational conflict. Organizational conflict had negative influence on organizational commitment. The squared multiple correlation of this model was 25.1% in organizational conflict and 52.7% in organizational commitment.

The conclusion of this study is as follows. Factors in organizational structure and organizational culture, rather than socio-demographic factors, had a stronger influence on the organizational conflict and organizational commitment of hospitals. In order to decrease organizational conflict, to increase organizational commitment and to maximize the effectiveness of hospital management, it is necessary to understand the

overall relation between organizational structure, organizational culture, organizational conflict and organizational commitment, with the effort of improving personalized factors and individual factors of organization management.

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Key words : hospital, organizational structure, organizational culture, organizational conflict, organizational commitment.