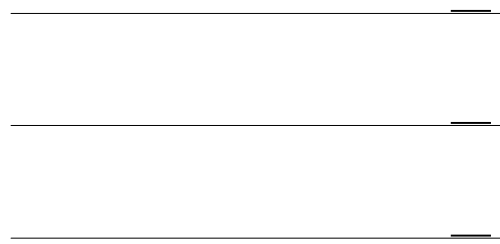


2001 12



가

가

가

	
	
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4.	가	22
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1.	23
2.	23
3.	24

·	26
1.	26
2.	28
3.	가	
	32
4.	가	
	35
·	37
·	40
	43
	48
ABSTRACT	54

1.	6
2.	27
3.	28
4.	29
5.	30
6.	31
7. 가	33
8. 가	34
9. 35
10.	36

가

가

102 , 510 3 4 92 460
 90.1% .
 2001 10 31 11 19 20 .
 Quinn(1988)
 (1992) , (1996)
 SPSS PC+ , t-test, ANOVA

1.

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2. 가

가 , ,
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가 .

3. 가

가 (30%)
(30%) ,
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가

(30%)

(30%)

가 .

가

가

가

가

1.

가

2.

가

3.

가

4.

가

가

가

(Legg & Fittall, 1995 ; Shaffer & Preziosi, 1988).

(, 1997; , 1990; , 1995; , 1994)

가

(Stevens, 1974),

, 가

(Alexander, 1972).

(Barrett edmd, 1975),

(, 1986; , 1989).

2.

1)

2) 가 가

3)

3.

1)

(, 1992 ; Hough, 1992).

Quinn(1988) 8가 , , , , , , , , .

2)

가 , , , , , , , , .

가 , , , , , , , , .

.(, 1989 ; , 1976 ; Lichtenstein, 1984).

Comnann, Fichnan(1983) (1996) 가

5 3 . 가

MOAQ(Michigan Organizational Assessment Questionnaire)

(1996) 가 5 3

. 가 가 .

, , 가 .
가 6 , 3
. 가 가

4.

3 , 4

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1.

1)

가 .
(Yukl, 1989),
가
(Lauren Partriciaa, 1994 ; , 1988).
가
(individual traits or behavior),
(influence over other people), (interation pattern),
(role relationship), (occupation of an administrative position),
(perception of other regarding lrgitimacy of
influence) 가
가 , Stogdill(1974)
, Szilagy
Wallace(1983)
Koontz(1976)
<
1> .
가 . (, 1992)

< 1 >

Hemphill & Coons(1957)	가
Janda(1960)	(power)
Tannenbaum, Weshier, & Massarik(1961)	()
House(1971)	
Stogdill(1974)	
Katz & Kahn(1978)	
Jago(1982)	
Rauch & Behling(1984)	
Bass(1990)	(structuring) (restructuring)
Kouzes & Posner(1991)	가
Hersey & Blanchard(1993)	
Greenberg & Baron(1993)	
Drath & Palus(1994)	

; G. A. Yukl(1989),(1994) Leadership in Organization, (1994),

가 가

Lewin, Repitt, White(1927)

Likert

Halpin, Winer, Shartle

가

(task-centered) (people-centered) 가

가 가

가

(Hersey & Blanchard, 1993).

가

가
(contingency or situational theory)
가
가
(, , 1982).

(Tannenbaum & Schmidt, 1973).

가 가
가
가
가
가
Fiedler(1967)

Fiedler

House(1971) (path - goaltheory)
가

(directive leadership),
(supportive leadership), (participative leadership),
leadership), (achievement - oriented leadership) 가
. House 가
가

Hersey Blanchard (Leadership life cycle theory)
(level of maturity)

Vroom Yetton (normative decision theory)
가
가

3)

Mintzberg

Mintzberg (1973) 가 10가 , ,
(interperdonal) (informational) ,
(decisional) .
‘ , ‘ , ‘ ,
.
,
가 ,
가 . 가
가 가 , (figurehead)
가 가 .
, ,
, ,
(liaison) 가
, 가 (boundary spanning)
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, , .
‘ , ‘ , ‘ ,
.
(monitor)
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,
.
(disseminator)

Quinn
Quinn 1988)

가 (competitive value model)
가

8가

가

8

가

4

가

가

8가

가

2.

(Bain, 1982).

(가, 1992)

가

1)

(, 1992 : , 1997)

(Fayram. 1998).

(, 1989 ; Goodell & Coeling, 1994)

1935 Hoppock

가

가

(, 1997). (1989)

가 , ,
가 , (1982)
Longest(1974) 가
. Osbon(1972)
Locke(1976) 가
, Beatty
Schneider(1981) 가
가
가
(, 1997).
(Fayram, 1998)
Herzberg(1976) () ()
) , .
. Slavitt(1978)
가 ,
(1985)
(.),
(.),
(.), (.)

. (1997) . . .
 . (1987) .

 Stamps(1978) .

 Paula(1978) . -
 . Beladona(1980)

 . White (1973)

 (1993) ,

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 2)
 (, 1983).
 가 .
 가 (,
 1980)
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 , , , , , , , , , ,
 , (1972) , , , , , ,
 가 ,

(Wolf, 1981),

(Alexander, 1982),

(Wandalt, 1981).

가

(Chiriboga & Baily, 1986).

(intention)

. March Simon (1958)

가

가

가

가

가

가

Johnson, 1977).

(Forrest, Cumming and

가

가

(Mobely. Honer and Hollingsworth, 1978).

3)

가

가 (, 1998).

가

가

(, 1992)

Kron(1981)

(1983)

. Phaneuf(1968

1974)

가 가 가 가

가 (1983)

가 (1984)

3.

(Chandler, 1992).

Mantbey, 1997).

1986),

(, , 1986),
(McNees - Smith, 1995, 1997).

(, 1994 : , 1986).

가 ,

,

(Kron, 1987 ; Steven, 1978).

,

(Allen, 1984 ; Alexander & Randolph, 1985 ; Duxbury, Henly & Armstrong, 1982 ; Jezek, 1985). Meinert(1986)

가 , 가 ,

가 . (1988)

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가 (, 1994), 가

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(, 1981 ; , 1991 ; , 1986),

가 가 ,

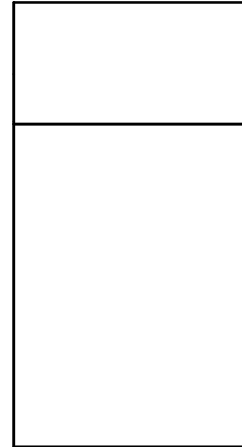
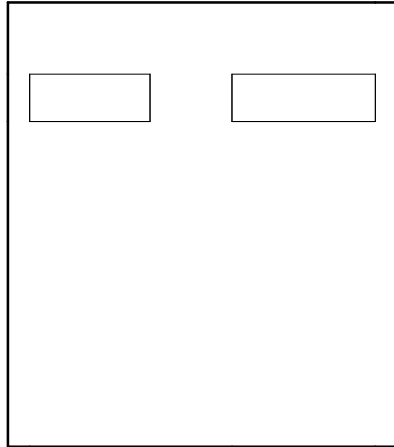
가 (, 1992).

Sheridan Vrendenburgh(1978)

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4. 가

1)



2) 가

가 .

가 .

가 .

가

가 .

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가 .

가

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1.

1 5
3
3 4 92
460 .

2.

2001 10 31 11 19 20

, 가

가

92 460 102 , 510
90.1% .

3.

1)

		Quinn(1988)	“	가
(Competing values model)"		(1992)		
		가		1
3 , 3				.
(1992)				,
,	,	,	,	.
	32	4 , 4	4 , 4	,
4 , 4 , 4 , 4			4	
.	5	‘	’ 5	‘
	가	8가		’ 1
				.
	Cronbach's Alpha	.8423,	.8110,	
.7896,	.7789,	.7727,	.8188,	.8092,
.8745	.			

2)

			(1996)	
,				
		3 , 3		5
‘	’ 5	‘	’ 1	가
	가			Cronbach's
Alpha	.6204,	.6078	.	
			가	
.			6 , 3	
,	5	‘	’ 5	‘
				’ 1

, 가 가 .
Cronbash's Alpha가 .8243,
.7599 , , ,
1 3 , 3 .

3)

SPSS PC+ .
,
.
t-test .
가
ANOVA .
ANOVA
.

1.

·

< 2>

92 460

40 51.6%, 41 48.4%, 30 가

70.8%, 31 40 27.0%, 41 10%

89.0%가 42.7%

57.3%가

가 20.9%, 가 37.4%

가 41.8% 가 69.0% 가

, 30.5%, 가 0.4%

, 가 (22.2% - 22.8%), (21.1% - 20.2%), (27.8% - 28.3%), (14.4% - 13.8%)

5 - 10 가 가 30.0%, 10

- 15 25.5%, 5 26.7%, 15 17.8%

5 52.5%, 5 - 10 가 38.1%, 10 - 15 8.2%, 15

1.2%

70.7%,

29.3%

< 2 >

	()	(%)	()	(%)
30			325	70.8
31 - 40	47	51.6	124	27.0
41	44	48.4	10	2.2
	91	100.0	459	100.0
	81	89.0	195	42.7
	10	11.0	262	57.3
	91	100.0	457	100.0
	38	41.7	314	69.0
	34	37.4	139	30.6
	19	20.9	2	0.4
	91	100.0	455	100.0
	20	22.2	104	22.8
	19	21.1	92	20.2
	25	27.8	129	28.3
	13	14.4	63	13.8
	13	14.4	68	14.9
	90	100.0	456	100.0
5	24	26.7	239	52.5
5 - 10	27	30.0	175	38.1
10 - 15	23	25.5	37	8.2
15	16	17.8	5	1.2
	90	100.0	456	100.0
	65	70.7		
	27	29.3		
	92	100.0		

2.

< 3> .
 . 40
 가 , , ,
 , 40 가 가
 , , .

< 3>

	40 (N=47)	40 (N=44)	t	p		
	3.66	.61	3.56	.56	.777	.439
	4.12	.51	4.02	.40	.873	.385
	4.07	.49	4.06	.39	.150	.881
	3.41	.58	3.48	.54	-.596	.553
	3.84	.55	3.86	.39	-.219	.827
	3.91	.45	3.85	.46	-.618	.539
	4.18	.49	4.07	.41	1.174	.243
	4.09	.50	3.96	.41	1.373	.173

가 ANOVA

< 4> .

(F=6.540 p=.002), (F=4.999 p=.009), (F=3.607 p=.031),
 (F=3.071 p=.051) .
 가 가 , , ,
 가 가 , .
 가 가 , .
 가 , .
 , ,
 , 가 .

< 4>

	(N=38)		(N=34)		(N=19)		F
	3.37	.52	3.79	.56	3.82	.62	6.540**
	3.99	.49	4.23	.43	3.93	.36	3.607*
	4.06	.43	4.15	.37	3.94	.56	1.291
	3.39	.54	3.44	.63	3.58	.46	0.719
	3.77	.52	4.01	.44	3.75	.42	2.651
	3.76	.48	4.08	.42	3.79	.37	4.999**
	4.05	.45	4.27	.43	4.05	.46	2.478
	3.97	.49	4.17	.40	3.88	.47	3.071*

* p<.05 ** p<.01 *** p<.001

가 ANOVA

< 5> .

5 , 5 -10 , 10 3 .

, 5 -10 가 가 , 10 , 5

가 .

5 가 가 , , ,

, , , , , 5 -10

가 가 , , , , ,

, , , , 10

가 가 , , , , ,

가 .

< 5>

	5 (N=24)		5 -10 (N=27)		10 (N=39)		F
	3.55	.48	3.73	.56	3.59	.56	.677
	3.96	.39	4.23	.51	4.03	.40	2.839
	3.95	.36	4.22	.45	4.03	.45	2.614
	3.33	.50	3.43	.58	3.52	.56	.895
	3.89	.50	3.95	.50	3.76	.43	1.324
	3.75	.40	4.00	.50	3.87	.41	2.022
	3.98	.47	4.29	.48	4.12	.39	3.052
	3.85	.48	4.21	.43	4.00	.47	4.330*

* p<.05

t-test < 6> . 가

(t=2.998 p=.004) (t=2.970 p=.004) . ,

가 가 .

,

가 , 가 .

“ 가 ”

(가 1)

< 6> .

	(N=65)		(N=27)		t
	3.67	.59	3.50	.57	1.241
	4.11	.43	3.96	.51	1.437
	4.10	.44	3.98	.42	1.185
	3.50	.54	3.31	.59	1.455
	3.88	.48	3.80	.49	.718
	3.98	.41	3.67	.49	2.998**
	4.22	.43	3.93	.44	2.970**
	4.05	.46	3.99	.45	.529

**p<0.01

3.

가

가

< 7>

가

(t=7.034 p=.000), (t=6.085 p=.000), (t=5.780

p=.000), (t=5.179 p=.000), (t=4.083 p=.000), (t=2.567

p=.011), (t=2.313 p=.021)

가

가 가 , ,

, 가

가 가 , , 가

가 가

가 가 가

가

“

가 ” (가 2)가 .

< 7> 가

	()	()	t	
3.45	.67	3.65	.59	2.213*
3.64	.76	4.07	.45	5.179***
3.66	.69	4.07	.44	6.085***
3.47	.66	3.45	.56	-0.353
3.68	.61	3.86	.48	2.567*
3.57	.60	3.89	.45	4.083***
3.62	.65	4.13	.45	7.034***
3.63	.62	4.03	.46	5.780***

* p<.05 **p<.01 ***p<.001

가 < 8> 가 가

가 , , (t=11.519

p=.000), (t=11.325 p=.000), (t=4.133 p=.000), (t=- 3.040

p=.002), , ,

가 , 가

“ 가 가

.” (가 3) .

< 8> 가

					t
3.25	.53	3.51	.53	4.133***	
2.92	.55	2.72	.53	- 3.040**	
3.41	.54	4.12	.57	11.325***	
3.48	.45	4.07	.44	11.519***	

P<.05 **P<.01 *P<.001

4. 가

< 9> .
 가 (30%)
 (30%) ,
 (t=8.89 p=.000), (t=7.21 p=.000), (t=4.02 p=.000),
 (t=-2.96 p=.003) .
 , ,
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 , , .
 가 .
 “ . ” (가
 4)가 .

< 9> .

					t
3.40	.54	3.12	.54	4.02***	
2.82	.50	3.03	.57	-2.96**	
3.79	.62	3.25	.56	7.21***	
3.85	.53	3.31	.40	8.89***	

* p<.05 **p<.01 ***p<.001

< 10>

2가
(30%)
(30%)
가
“ 가
.” (가 5)

< 10>

				t	P
3.51	.58	3.48	.58	.154	.879
2.82	.55	2.62	.60	.863	.396
4.17	.64	4.04	.42	.593	.559
4.06	.40	4.02	.46	.181	.858

102 , 510 3 4 92 460
 90.1% .
 2001 10 31 11 19 20 .
 Quinn(1988)
 (1992) , (1996)
 SPSS PC+ , t-test, ANOVA

1.

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2. 가

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 가 .

3. 가

가 (30%)
 (30%) ,
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 가
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 (30%)
 (30%) 가 .

가

가 . 가

가 .

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1. 가

2. .

2. 가 .

3. 가 .

4. 가

가 .

(1999).

, (1997). 『 』 3 1 , 5- 13.

, (1992). 『 , 5 : 5- 16.

(1995). 『 』 34 4
54- 68.

, (1999). 『 가가 』 13
1 . 39-56.

(1994). 『 가 』

, (1997). 『 』 3 2 . 17-21.

(1992).

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, (1986). 『 』, 16(2), 5-12.

, (1993). 『 』 32 1, 47-57.

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1.

A - 1, 10, 22, 25.

A - 2, 9, 21, 28.

A - 3, 13, 18, 27.

A - 4, 14, 17, 32.

A - 5, 15, 23, 30.

A - 6, 11, 24, 31.

A - 7, 12, 19, 26.

A - 8, 16, 20, 29.

B - 1, 3, 5.

B - 2, 4, 6.

C - 1, 3, 4, 6, 7, 8.

C - 2, 5, 9.

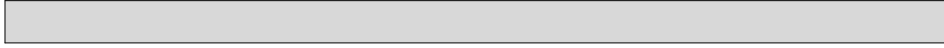
D1 - D11

D1 - D7

2.

4	.8423
4	.8745
4	.8110
4	.7896
4	.7789
4	.7727
4	.8188
4	.8092
3	.6204
3	.6078
6	.8243
3	.7599

3.



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가

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2001. 10. 27.

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: Tel 019-9767-3417

E-mail neunhk@hanmail.net

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(.....) (.....)

1.	1	2	3	4	5
2.	1	2	3	4	5
3.	1	2	3	4	5
4.	1	2	3	4	5
5.	1	2	3	4	5
6.	1	2	3	4	5
7.	1	2	3	4	5
8.	1	2	3	4	5
9.	1	2	3	4	5
10.	1	2	3	4	5
11.	1	2	3	4	5
12.	1	2	3	4	5
13.	1	2	3	4	5
14.	1	2	3	4	5
15.	1	2	3	4	5
16.	1	2	3	4	5
17.	1	2	3	4	5
18.	1	2	3	4	5
19.	1	2	3	4	5
20.	1	2	3	4	5
21. 가	1	2	3	4	5
22. ()	1	2	3	4	5
23.	1	2	3	4	5
24.	1	2	3	4	5
25.	1	2	3	4	5
26.	1	2	3	4	5
27.	1	2	3	4	5
28.	1	2	3	4	5
29.	1	2	3	4	5
30.	1	2	3	4	5
31.	1	2	3	4	5
32.	1	2	3	4	5

(0)

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

(0)

1. 가	1	2	3	4	5
2.	1	2	3	4	5
3.	1	2	3	4	5
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5.	1	2	3	4	5
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Abstract

Leadership roles of head nurses and organizational effectiveness

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This study was conducted to examine the relationship between leadership roles of head nurses and the organizational effectiveness of hospital nursing units.

Data were collected by 92 head nurses and 460 regular nurses working at 3 university hospitals and 4 general hospitals located in Gangwon Province. Collected data were analyzed with descriptive statistics, t-test, and ANOVA.

The major findings of the study are as follows:

1. With regard to the leadership roles perceived by head nurses themselves, the highest score was given to the promoter type, followed by the supporter type, adjustor type, and instructor type. In contrast, leadership roles of head nurses perceived by regular nurses, the highest score was given to the monitor type, followed by the adjustor type, supporter type, and instructor type.

2. With regard to the organizational effectiveness perceived by regular nurses and head nurses, it is found that head nurses are more satisfied with their jobs, are more positive in cost containment and nursing quality improvement than regular nurses. On the other hand, regular nurses showed higher intent to leave than head nurses.

3. A statistically significant difference was found in organizational effectiveness between the upper 30% group and lower 30% group by leadership roles of head nurses perceived by regular nurses. The level of nursing quality improvement, cost containment, and job satisfaction in the upper 30% were found to be higher than the the lower 30% group.

4. There was no difference in the level of organizational effectiveness between the group led by head nurses with job-oriented leadership style and the group with relationship-oriented one. This results imply that any leadership might be effective if it is enough strong and have harmony with the environment.

In conclusion, the results of the study imply that leadership roles of head nurses play an important role in organizational effectiveness. So nursing administrators should make an effort to appoint nurses with strong leadership to the position of head nurses, and to develop their leadership continuously by various leadership training programs.