

가

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가

,

2000

12



20

가 ,

. , .

가

가

, . .  
가 가

, , ... ..  
, .

2

2000 12

.....	i
.....	iii
.....	iii
.....	iii
.....	iv

**I.**

1. ....	1
2. ....	3
3. ....	3

**II.**

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3. ....	16

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5. ....	26

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< 10>	.....	40
< 11>	.....	41
< 1>	.....	58
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가

3 1 390

가 2000 10 6 10 19 2

Laschinger (1994, 1999)

Job Activity Scale (Cronbach's  $\alpha = .6087$ ),

Organizational Relationship Scale (Cronbach's  $\alpha = .7652$ ),

Chandler(1986) Conditions of Work Effectiveness Questionnaire(Cronbach's  $\alpha = .9027$ ),

Weiss (1967) Minnesota Satisfaction Questionnaire(Cronbach's  $\alpha = .8945$ ),

Mowday (1979) Organizational Commitment Questionnaire(Cronbach's  $\alpha = .7951$ )

SPSS/PC Window , , t-test, ANOVA, Pearson correlation coefficient, stepwise multiple regression

1) 49.56 ,

56 가 .

54.6 ,

58.56 ,

49.4 , 54.02



- 2) 가 (r=.484) , (r=.474)  
 (r=.451), (r=.437)  
 가 (r=.650)  
 가 (r=.552)  
 (r=.583),  
 (r=.426) 가  
 3) 26~30  
 가 , 36 가 (p<.05).  
 26~30 가 , 31~35 가  
 (p<.01).  
 4) 1 가  
 , 2 ~3 가 (p<.05), 1  
 가 , 2 ~3 가 , 4  
 ~6  
 (p<.05). 1 가 가 4  
 ~6 가 , 7  
 (p<.001).  
 5) 가 가 ,  
 가 (p<.001),  
 가 가 (p<.01),  
 가 가 (p<.001).  
 6) ,  
 52% 가 .

35% 가 .

가 , 가 , .  
가 , .  
가 , .

---

: , ,

# I.

## 1.

가 , . 가  
가 ,  
( , 1995, , 1997).  
,  
. 가 ( , 1997).  
,  
. 가 ( , 1997).  
, 가 ( , 1997).  
,  
.

( , 1985).

(Gilbert, 1995),

가 ‘ , ,  
(Kuokkanen & Leino-Kilpi, 2000).

가

(Lashinger & Sabiston,

2000).

가

Kanter

가

가

가

(Hatcher

Laschinger, 1996).

가

1980

( , 1997).

Kanter

, 가  
, 가

**2.**

, 가 ,  
, 가 ,

가 .

1. 가 ,  
, .

**3.**

(1)

, ,

(Kanter, 1977).

Laschinger, Kutzscher & Sabinson(1994, 1999) Kanter

Job Activity Scales(JAS)

가

(2)

( , , )

(Kanter, 1977).

Laschinger, Kutzscher & Sabinson(1994, 1999)

Organizational Relationship Scales(ORS)

가

(3)

, , 가

, (Collins Dictionary, 1987)

가

(Kanter,

1977).

Kanter

Chandler(1986)가

Laschinger(1994, 1999)가

Conditions of Work

Effectiveness Questionnaire(CWEQ)

가

가

(4)

가

가

(Locke, 1976),

(McCormick, 1980) .  
Weiss (1967) Minnesota  
(Industrial Relations Center) Minnesota Satisfaction  
Questionnaire , 가  
가 .

(5)

(Mowday, Steers &  
Porter, 1979), 가  
( , 1994) .  
Mowday (1979) Organizational  
Commitment Questionnaire  
가 .

## II.

### 1.

#### 1)

20

( , 1993).

가

가

(Vogt & Murrell, 1990).

(Mills, 1992).

IT(Information Technology)

가

가

, 1998).

(



가  
(Tannenbaum, 1974; Kanter, 1979), “ ” “  
(empowering)” , “ ” .

. Conger Kanungo(1988)  
(sharing) (giving)

(Self-efficacy)

( , 1993). Conger Kanungo(1988) “  
” , “  
”

가 ,

(Conger & Kanungo, 1988).

McClelland(1975) 가 , Conger  
Kanungo(1988)

Velthouse(1990) , Thomas  
 Conger Kanungo(1988)  
 (Intrinsic Task Motivation)  
 Vogt Murrell(1990) ,  
 가 ,  
 , 가 ,  
 , 가 ,  
 가 .  
 ,  
 ( , 1999).  
 ,  
 (Strasen, 1989),  
 (Brown ,  
 1982), (Joel, 1989) .  
 Stuart(1986)  
 , 1) , 2) 3)  
 4) 4 가

3 가 가  
(Schmieding, 1993).

(Dobos, 1990),

(Bradley, 1992).

, 1997).

( , 1998).

가  
(Moore, 1993).

(Gillbert, 1995).

(Havens & Mills, 1992).

Kanter

## 2) Kanter

Kanter 'Men and Women of the Corporation'

. Kanter(1977) ,

가 ,

가 , 가  
(Brown Kanter, 1982: Kanter, 1977, 1979, 1993). Kanter  
, 가 ,

Kanter

가 ,

가 ,

, 가

.” Kanter

가 ,

가

가

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가

Kanter

,

가

,

,

가

(Wilson, 1994).

가

가 1970

가

가

(Vogt & Murrell, 1990). Kanter

Kanter

Kanter

Chandler(1986) , Conditions

of Work Effectiveness Questionnaire(CWEQ)

268

가

. Kanter

가

, , 가 .  
 Frank(1993)  
 가 가 , , , ,  
 Laschinger Havens(1997)  
 ,  
 Kanter 20 가  
 Moscato(1987) , 가 가 ,  
 , Kanter  
 .  
 , 가 ( , , ,  
 )가 가, 가  
 가 (Haugh, 1992). (Goddard,  
 1997) 가 Chandler CWEQ  
 가  
 가 Kanter . Hatcher Lashinger(1996)  
 87 ,  
 , 가  
 .  
 1998 Kanter  
 가 , 가  
 , , ,  
 가 ( , 1998), 가  
 ( , 1999),

가 ( , 2000), Kanter

( , , ) 가

가 .

2.

가  
가

(Locke, 1976),

(McCormick, 1980)

( , 1985).

1935 Hoppock

1976 Locke

3000

가 ( , 1988). Herzberg

1959

가

(Stamps ,



1978; Paula, 1978) , , 가  
(Stamps , 1978) .  
가  
가  
(Grandjean , 1976; , 1980).

,  
( , , ), ( ,  
) , (Everly, 1976). Locke(1976)  
, , , ,  
, , , , 9가  
, (1988) ,  
, , , , , , ,  
, , , ,  
.

.  
, ( , 1997).  
(1985) ,  
, , , ,  
, , , , ,  
, , , , ,  
, , , , ,

. 가

(Porter Lawler, 1965), , 가  
(Frank, 1986).

가 ,  
( , 1992).  
가 ,  
가  
가  
(Brief , 1979).

2 127 Laschinger  
Havens(1996)

,  
Radice(1994)  
가 .

### 3.

( , 1992).

,

(Antonovsky , 1974).

가

가

가 ,

가

(Buchanan, 1974) ,

가

가

(Kanter, 1968).

가

(Mowday , 1982),

( , 1997).

(Thomas

Velthouse, 1990),

가

(Kanter, 1983),

가 (Vogt Murrell, 1990) .

.

, McDermott (1996) 112

Wilson Laschinger(1994)

. (1998)가 523

가

.

(Price Mueller, 1986), (Curry

, 1985). 100 41

Acorn(1997) 가

,

가 ( , 1998;

, 1999; , 1996),

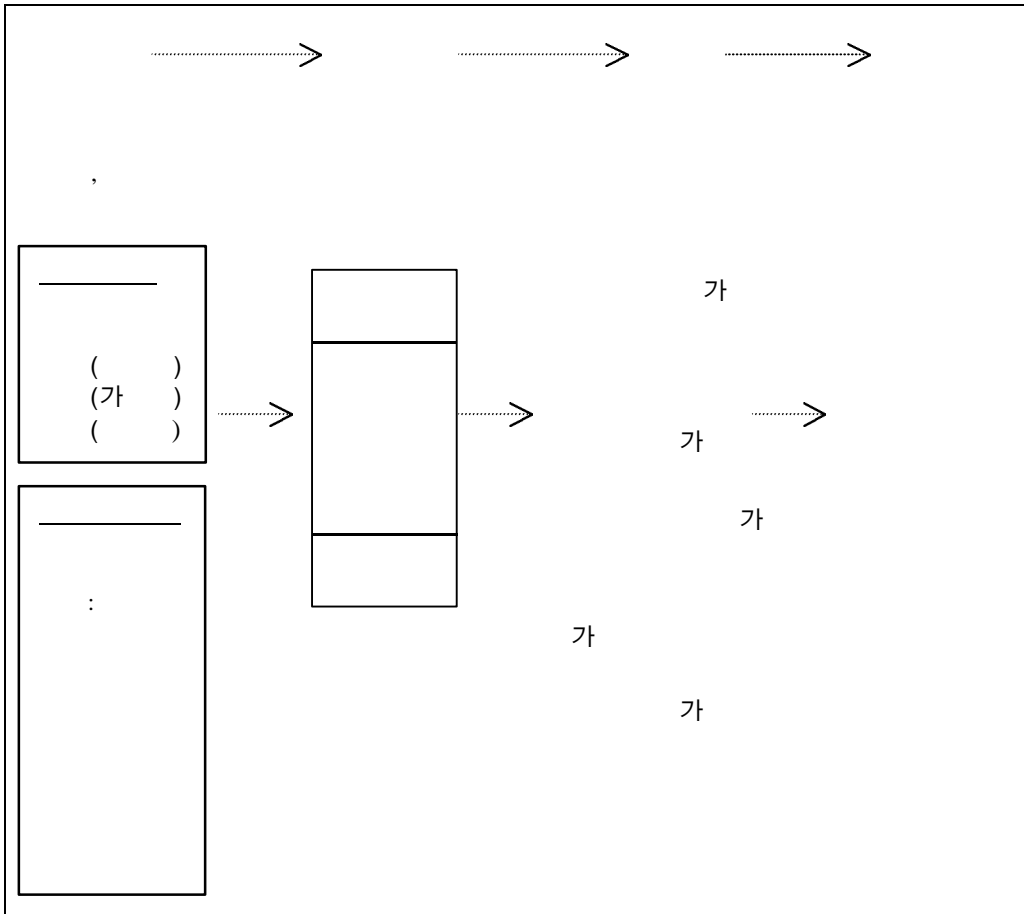
(Wilson, 1994).

### III.

Kanter

. Kanter

( 1).



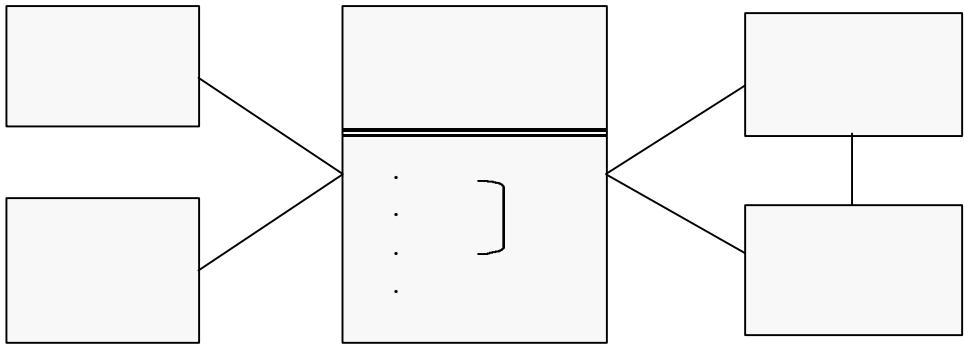
< 1 > Kanter

: Laschinger & Havens (1997) The effect of workplace empowerment on staff nurses' occupational mental health and work effectiveness. JONA June; 27(6):46

Kanter

Kanter

가 , 가  
가 , 가  
가 가  
< 2 >



< 2 >

## IV.

### 1.

가 , , .

### 2.

3 1 가  
.  
, 가 , 가  
1 .  
16 , , ,  
, , , ,  
390 .

### 3.

가 , , , , ,

1) : Job Activity Scale(JAS)

Laschinger Kutzscher, Sabiston(1994, 1999) 5 9  
, 가 , 7  
. 가 가  
Kutzscher(1997) Cronbach's alpha .64 , Laschinger  
(1997) Cronbach's alpha .6701, (2000)  
Cronbach's alpha .7694 .

2) : Organizational Relationship Scale(ORS)

Laschinger, Kutzscher, & Sabiston(1994, 1999) 5 18  
, 가 , 13  
. 가 가  
. Kutzscher (1997) Cronbach's alpha .92 ,  
Laschinger (1997) Cronbach's alpha .9198, (2000)  
Cronbach's alpha .9034 .

3) : Conditions of Work Effectiveness Questionnaire(CWEQ)

Kanter Chandler가 1986  
, Kanter  
,



Chandler  
 nurse  
 4  
 CWEQ  
 268 staff  
 5 (1=, 5=) 44  
 Laschinger(1994, 1999)가 31  
 가, 22 Cronbach's alpha  
 .69 ~ .98, Wilson(1994) Cronbach's alpha .81 ~ .97  
 (1998) Cronbach's alpha .9136  
 Canada 21 Cronbach's alpha  
 가 .73 ~ .88, .73 ~ .92, .73 ~ .91, .66 ~ .81 가  
 (Lashinger & Wong, 1999), (2000) Cronbach's alpha  
 가 .8625, .8852, .8469, .8137

**4) : Minnesota Satisfaction Questionnaire**

Weiss (1967) Minnesota (Industrial Relations Center)  
 10 10  
 20 5, 가 가  
 (1996) Cronbach's alpha .8837,  
 (1999) .90, (1998) .8662

5) : Organizational Commitment Questionnaire (OCQ)

Mowday, Porter & Steers(1979) 가 7 15

. 5 (1= , 5= ) 가 13 ,

가

Cronbach's alpha .82 ~.93 ,

.84 ~ .90 Cronbach's alpha .

(1996) Cronbach's alpha .7708 ,

(1998) Cronbach's alpha .8943 .

6)

, ,  
Canada Western Ontario Lashinger

7 2 1

Cronbach's alpha <

1> .

4.

, , ,  
, , 가

, 2000 10 6 10 19 2

324

< 1>	Cronbach' s alpha
	Cronbach' s alpha
(JAS)	.6087
(ORS)	.7652
(CWEQ)	.9027
	.7856
	.7909
	.7809
	.7334
(MSQ)	.8945
(OCQ)	.7951

5.

SPSS/PC Window

(1) , , ,

( , , ).

(2) , , ,

Pearson correlation coefficient

(3) , , ,

, t-test ANOVA .

(4) ,

stepwise multiple regression .

# V.

## 1.

( 2) . 28  
 , 26~30 가 181 (55.9%) 가 .  
178 (54.9%) 가 , 4 129 (39.8%) .  
5 4 ,  
(2000) 4 ,  
7 121 (37.3%) 가 , 4 ~6 103  
(31.5%) . 7 115 (35.5%),  
4 ~6 102 (31.5%) . 2 ~3  
104 (32.1%) 가 , 1 가 94 (29.0%), 4 ~6 90  
(27.8%) . 가  
178 (54.9%), 가 135 (41.7%) .  
, , , , , , ,  
, , , , , , ,  
, .

< 2>

N=324

	( )	±
21~25	75(23.1%)	
26~30	181(55.9%)	
31~35	52(16.0%)	28.11 ± 3.85
36	15(4.6%)	
	178(54.9%)	
	146(45.1%)	
RN-BSN	11(3.4%)	
	129(39.8%)	
	6(1.9%)	
1	50(15.4%)	
2 ~3	49(14.2%)	
4 ~6	103(31.5%)	5.16 ± 3.73
7	121(37.3%)	
1	59(18.2%)	
2 ~3	46(14.2%)	
4 ~6	102(31.5%)	4.99 ± 3.67
7	115(35.5%)	
1	94(29.0%)	
2 ~3	104(32.1%)	
4 ~6	90(27.8%)	2.77 ± 2.31
7	32(9.9%)	
	178(54.9%)	
	135(41.7%)	
	11(3.4%)	

2.

54.6 ,  
 58.56 .  
 49.56  
 , 가47.17 , 가  
 47.29 , 가 56 , 가 46.88 ,  
 가 ,  
 , 가 .  
 49.4  
 , 54.02 ( 3).

< 3>

	± SD		가
	22.29 ± 3.33	54.60	12 ~ 32 7 ~ 35
	43.45 ± 4.68	58.56	30 ~ 58 13 ~ 65
	65.61 ± 10.17	49.56	33 ~ 95 22 ~ 110
	17.32 ± 3.39	47.17	6 ~ 29 6 ~ 30
	17.35 ± 3.38	47.29	6 ~ 26 6 ~ 30
	19.44 ± 3.39	56.00	9 ~ 30 6 ~ 30
	11.50 ± 2.53	46.88	4 ~ 20 4 ~ 20
	59.52 ± 8.28	49.40	34 ~ 86 20 ~ 100
	41.09 ± 6.49	54.02	12 ~ 57 13 ~ 65





.927***													
.348***	.395***												
-.044	-.045	-.134*											
.201***	.247***	.047	.457***										
.004	.005	-.082	.484***	.474***									
-.032	-.054	-.080	.451***	.393***	.812***								
.007	.008	-.090	.412***	.327***	.810***	.573***							
.030	.044	-.041	.371***	.437***	.843***	.562***	.540***						
.011	.025	-.047	.293***	.352***	.71***	.404***	.427***	.568***					
-.010	-.017	-.076	.418***	.403***	.65***	.583***	.493***	.561***	.455***				
.026	-.002	-.136*	.316***	.223***	.458**	.426***	.39***	.360***	.263***	.552***			

\*p<.05    \*\*\*p<.001

4. , , , ,

1)

(p<.01) . (p<.05),  
(p<.05) ( 5).

가  
21~25 26~30 가 , 31~35  
, 36 가 .  
21~25 26~30  
가 , 31~35 , 36 가  
21~25 26~30  
가 31~35 36 가

< 5>

	21~25 (n=75) M ±SD	26~30 (n=181) M ±SD	31~35 (n=52) M ±SD	36 (n=15) M ±SD	F
	22.36 ± 3.45	22.31 ± 3.33	22.46 ± 3.09	21.13 ± 3.74	.66
	42.43 ± 4.31	43.32 ± 4.71	44.69 ± 4.57	46.13 ± 5.01	4.23**
	67.40 ± 10.52	64.15 ± 9.87	66.92 ± 10.65	68.73 ± 7.68	2.82*
	18.00 ± 3.82	16.90 ± 3.13	17.83 ± 3.69	16.93 ± 2.25	2.42
	17.65 ± 3.49	17.06 ± 3.34	17.56 ± 3.48	18.53 ± 2.90	1.34
	19.80 ± 3.48	19.04 ± 3.35	19.81 ± 3.41	20.87 ± 2.90	2.22
	11.95 ± 2.34	11.15 ± 2.44	11.73 ± 2.92	12.40 ± 2.69	2.72*
	60.68 ± 8.30	58.72 ± 8.48	60.44 ± 8.05	59.67 ± 5.37	1.28
	42.51 ± 5.53	39.77 ± 6.85	43.06 ± 6.11	43.13 ± 4.31	6.02**

\*p<.05 \*\*p<.01

2)

가 ,

( 6).

< 6>

(n=178) M ± SD	(n=146) M ± SD	t
22.26 ± 3.27	22.34 ± 3.41	-.21
43.57 ± 4.75	43.30 ± 4.61	.52
65.27 ± 10.12	66.02 ± 10.25	-.66
17.01 ± 3.09	17.69 ± 3.70	-1.81
17.18 ± 3.45	17.55 ± 3.30	-.99
19.60 ± 3.43	19.25 ± 3.36	.94
11.48 ± 2.60	11.53 ± 2.46	-.18
59.54 ± 8.19	59.50 ± 8.41	.05
40.70 ± 6.27	41.57 ± 6.74	-1.20

3)

1, 2 ~3, 4 ~6, 7 4  
 , ,  
 , ,  
 (p<.001) (p<.05), (p<.05), (p<.001)  
 ( 7).  
 (p<.001) (p<.01) .  
 2 ~3  
 가 , 7 가 .  
 1 가 , 2 ~3  
 1 가,  
 .  
 1 가 , 2 ~3  
 가 가,  
 . 1 가 , 2  
 ~3 가 가,  
 . 1 가  
 , 2 ~3 가 , 4 ~6  
 가 가 가, 7 가

< 7 >

	1 (n=50) M ± SD	2 ~3 (n=49) M ± SD	4 ~6 (n=103) M ± SD	7 (n=121) M ± SD	F
	22.76 ± 3.38	22.22 ± 3.55	22.12 ± 3.51	22.29 ± 3.09	.43
	42.38 ± 4.30	41.57 ± 4.41	43.20 ± 4.70	44.88 ± 4.56	7.84***
	69.26 ± 10.83	63.49 ± 9.09	64.02 ± 10.18	66.27 ± 9.95	3.97**
	18.90 ± 4.01	16.55 ± 2.96	16.57 ± 3.23	17.62 ± 3.17	6.78***
	17.86 ± 3.62	17.39 ± 3.09	17.04 ± 3.42	17.37 ± 3.38	.67
	20.56 ± 3.36	18.12 ± 3.08	19.40 ± 3.25	19.53 ± 3.51	4.44**
	11.94 ± 2.21	11.43 ± 2.68	11.01 ± 2.41	11.75 ± 2.67	2.22
	62.44 ± 8.37	57.92 ± 8.11	58.25 ± 8.79	60.09 ± 7.57	3.77*
	43.98 ± 5.52	41.08 ± 4.93	39.35 ± 6.97	41.63 ± 6.04	6.76***

\*p<.05 \*\*p<.01

4)

(p<.001)

( 8).

가 , 1 2 ~3 7  
 , 4 ~6 가 ,  
 가 가 7

< 8>

	1 (n=94) M ±SD	2 ~3 (n=104) M ±SD	4 ~6 (n=90) M ±SD	7 (n=32) M ±SD	F
	22.45 ± 3.06	22.81 ± 3.57	21.74 ± 3.33	21.84 ± 2.85	1.95
	42.56 ± 4.42	44.14 ± 4.55	43.44 ± 4.89	44.00 ± 4.71	2.08
	66.44 ± 11.14	66.05 ± 9.54	63.93 ± 10.10	66.09 ± 8.73	1.12
	17.70 ± 3.80	17.42 ± 3.33	16.56 ± 3.09	17.91 ± 2.90	2.30
	17.62 ± 3.55	17.66 ± 3.19	16.71 ± 3.41	17.31 ± 3.31	1.57
	19.51 ± 3.82	19.34 ± 3.13	19.44 ± 3.35	19.28 ± 2.71	.06
	11.61 ± 2.31	11.63 ± 2.79	11.22 ± 2.53	11.59 ± 2.15	.52
	60.37 ± 8.72	59.44 ± 8.34	58.54 ± 8.60	59.59 ± 5.31	.75
	43.10 ± 6.11	41.02 ± 5.62	38.44 ± 6.42	43.34 ± 5.46	10.89***

\*p<.05 \*\*\*p<.001

5)

(p<.001), (p<.001), (p<.01), (p<.01),  
가 가 , 가 가  
가 .  
(p<.001), (p<.05), (p<.001) 가  
, 가 가 가  
( 9).  
가 ,  
, , , ,  
.



< 9 >

---

(n=178)	(n=135)	(n=11)	F
M ±SD	M ±SD	M ±SD	
22.56 ± 3.49	21.73 ± 3.00	24.91 ± 3.02	6.04**
43.58 ± 4.45	42.75 ± 4.64	50.00 ± 3.82	13.30***
66.21 ± 10.47	63.98 ± 9.32	75.82 ± 8.78	7.92***
17.42 ± 3.36	17.06 ± 3.41	18.82 ± 3.34	1.56
17.55 ± 3.36	16.81 ± 3.33	20.73 ± 2.05	7.85***
19.51 ± 3.61	19.14 ± 3.10	22.00 ± 2.00	3.76*
11.73 ± 2.56	10.97 ± 2.24	14.27 ± 3.26	10.89***
60.75 ± 8.21	57.36 ± 7.86	62.91 ± 9.22	5.75**
41.44 ± 6.26	40.16 ± 6.59	46.82 ± 5.76	6.12**

---

\*p<.05    \*\*p<.01    \*\*\*p<.001

5.

,

( stepwise multiple regression)

( 10) ,

가 34% 가 , 12%  
 가 , 가 4%, 가 2% 가 ,  
 52% 가 .

< 10>

	R <sup>2</sup>	F
.244	.34	159.93***
.328	.46	132.23***
.168	.50	105.63***
.125	.52	83.17***
.113	.53	68.96***

\*\*\*p<.001

( 11) , 33%  
 가 , 2%  
 가 , 35%  
 가 .

< 11>

	R <sup>2</sup>	F
.473	.33	152.00***
.196	.35	86.28***

\*\*\*p<.001

## VI.

가 , 가 , 가 , 가 , 가 , 가 .

(2000) 가 , 가 .

4

(2000), (1998)

(Laschinger , 1999; Laschinger & Havens, 1996; Mcdermott , 1996; Sabinston & Laschinger, 1995; Wilson & Laschinger, 1994)

( , 1998) 가

가

( , 2000).

가

가 . 26~30  
 , 가 가  
 가 21~25  
 26~30 가 31~35  
 36 가 . (2000)  
 (1999), (1998)  
 가 가 .  
 가  
 ,  
 .  
 21~25  
 26~30 가 31~35 36  
 가 . (1996),  
 (1998), (1998) 25  
 가 26~30  
 가 ,  
 ( , 1996), 가  
 , , ,  
 , ,  
 (1998) ,  
 , (2000)  
 가  
 ( , 1998; , 2000) ,

가  
(1999) ,  
50.6%가 3%  
가  
가  
가 ( , 1997; , 1996; , 1996; , 1991),  
1.9%  
1  
가 가 2 ~3  
가 4  
가 가 4  
~6 가 7  
2 ~6 26~30  
1  
~3 가 ( , 1996), 25~29  
가 ( , 1994)  
( , 1996),  
가 가  
가 가

가 (1999), (1999)

1997; , 1998; , 1998), ( , )  
가 ( , 1994), ( , )  
1990) , 가 가  
가 가  
가 가  
가 가  
가 40% ,  
12%, 33% 가 ,  
가 가  
가 (Acorn, 1997), ( , 1999) .  
, 26~30  
가 21~25 ,  
가 2 ~6  
가

가 .

, 1

,

,

(55.9%)

,

.



## VII.

### 1.

가 ,  
 , ,  
 . 가  
 .  
 3 1 390  
 , 2000 10 6 10 19 2  
 .  
 Laschinger (1994, 1999)  
 Job Activity Scale(JAS), Laschinger (1994,  
 1999) Organizational Relationship Scale(ORS),  
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1.	36(11.1)	149(46.0)	91(28.1)	48(14.8)	·	2.47 ± .88
2.	24(7.4)	126(38.9)	114(35.2)	56(17.3)	1(0.3)	2.64 ± .87
3.	2(0.6)	46(14.2)	147(45.4)	114(35.2)	13(4.0)	3.28 ± .78
4. (routine)	2(0.6)	33(10.2)	140(43.2)	97(29.9)	46(14.2)	3.48 ± .87
5.	·	9(2.8)	82(25.3)	114(35.2)	119(36.7)	4.06 ± .85
6.	10(3.1)	66(20.4)	135(41.7)	90(27.8)	18(5.6)	3.13 ± .91
7.	2(0.6)	18(5.6)	175(54.0)	100(30.9)	28(8.6)	3.41 ± .75
8.	1(0.3)	15(4.6)	91(28.1)	197(60.8)	20(6.2)	3.68 ± .67
9.	4(1.2)	53(16.4)	186(57.4)	76(23.5)	5(1.5)	3.08 ± .71
10.	3(0.9)	43(13.3)	177(54.6)	96(29.6)	4(1.2)	3.17 ± .70
11.	2(0.6)	43(13.3)	208(64.2)	67(20.7)	3(0.9)	3.08 ± .63
12.	11(3.4)	66(20.4)	149(46.0)	94(29.0)	4(1.2)	3.04 ± .82
13.	8(2.5)	26(8.6)	140(43.2)	134(41.4)	10(3.1)	3.35 ± .78
14.	24(7.4)	115(35.5)	145(44.8)	30(9.3)	3(0.9)	2.60 ± .80
15.	9(2.8)	82(25.3)	166(51.2)	59(18.2)	6(1.9)	2.91 ± .79

		1	2	3	4	5	
16.		·	7(2.2)	99(30.6)	193(59.6)	24(7.4)	3.72 ± .63
17.		1(0.3)	6(1.9)	129(39.8)	175(54.0)	13(4.0)	3.60 ± .61
18.		·	11(3.4)	149(46.0)	144(44.4)	20(6.2)	3.53 ± .66
19.		·	1(0.3)	60(18.5)	193(59.6)	68(21.0)	4.02 ± .64
20.		·	5(1.5)	80(24.7)	195(60.2)	44(13.6)	3.86 ± .65
21.	가	15(4.6)	62(19.1)	191(59.0)	51(15.7)	5(1.5)	2.90 ± .77
22.	가	5(1.5)	33(10.2)	150(46.3)	123(38.0)	12(3.7)	3.32 ± .77
23.	가	6(1.9)	58(17.9)	150(46.3)	103(31.8)	7(2.2)	3.15 ± .80
24.	가	62(19.1)	131(40.40)	104(32.1)	25(7.7)	2(0.6)	2.30 ± .89
25.	가	6(1.9)	44(13.6)	175(54.0)	91(28.1)	8(2.5)	3.16 ± .75
26.	가	52(16.0)	90(27.8)	146(45.1)	31(9.6)	3(0.9)	2.51 ± .91
27.		10(3.1)	78(24.1)	186(57.4)	47(14.5)	3(0.9)	2.86 ± .73
28.		11(3.4)	89(27.5)	162(50.0)	59(18.2)	1(0.3)	2.84 ± .77
29.		3(0.9)	33(10.2)	179(55.2)	99(30.6)	9(2.8)	3.24 ± .71

		1	2	3	4	5	
30.	가	22(6.8)	104(32.1)	153(47.2)	39(12.0)	3(0.9)	2.68 ± .81
31.	( , )	22(6.8)	101(31.2)	130(40.1)	64(19.8)	7(2.2)	2.79 ± .91
32.		14(4.3)	76(23.5)	144(44.4)	82(25.3)	8(2.5)	2.98 ± .87
33.		9(2.8)	49(15.1)	150(46.3)	101(31.2)	14(4.3)	3.19 ± .85
34.	가	4(1.2)	57(17.6)	170(52.5)	86(26.5)	5(1.5)	3.10 ± .74
35.		5(1.5)	57(17.6)	149(46.0)	107(33.0)	5(1.5)	3.15 ± .78
36.		2(0.6)	26(8.0)	98(30.2)	175(54.0)	22(6.8)	3.59 ± .76
37.		19(5.9)	77(23.8)	148(45.7)	68(21.0)	12(3.7)	2.93 ± .91
38.		3(0.9)	29(9.0)	111(34.3)	149(46.0)	31(9.6)	3.54 ± .82
39.		5(1.5)	27(8.3)	116(35.8)	142(43.8)	34(10.5)	3.53 ± .85
40.		13(4.0)	87(26.9)	162(50.0)	55(17.0)	5(1.5)	2.85 ± .80
41.		34(10.5)	90(27.8)	146(45.1)	48(14.8)	4(1.2)	2.68 ± .90
42.		45(13.9)	112(34.6)	132(40.7)	31(9.6)	2(0.6)	2.48 ± .87

		1	2	3	4	5	
43.		3(0.9)	74(22.8)	202(62.3)	45(13.9)	·	2.89 ± .63
44.		6(1.0)	44(13.6)	191(59.0)	81(25.0)	2(0.6)	3.09 ± .69
45.		9(2.8)	80(24.7)	184(56.8)	47(14.5)	3(0.9)	2.86 ± .72
46.		21(6.5)	115(35.5)	155(47.8)	33(10.2)	·	2.62 ± .76
47.		9(2.8)	58(17.9)	178(54.9)	71(21.9)	6(1.9)	3.02 ± .77
48.		6(1.9)	34(10.5)	157(48.5)	114(35.2)	11(3.4)	3.28 ± .77
49.	가	2(0.6)	20(6.2)	146(45.1)	134(41.4)	21(6.5)	3.47 ± .74
50.		5(1.5)	31(9.6)	158(48.8)	119(36.7)	11(3.4)	3.31 ± .75
51.		8(2.5)	43(13.3)	136(42.0)	119(36.7)	18(5.6)	3.30 ± .86
52.		10(3.1)	46(14.2)	215(66.4)	49(15.1)	3(0.9)	2.97 ± .67
53.			47(14.5)	214(66.0)	60(18.5)	3(0.9)	3.06 ± .60
54.		16(4.9)	107(33.0)	184(56.8)	14(4.3)	1(0.3)	2.61 ± .65
55.		31(9.6)	138(42.6)	136(42.0)	17(5.2)	·	2.44 ± .75
56.	가	41(12.7)	148(45.7)	126(38.9)	7(2.2)	1(0.3)	2.31 ± .72
57.		7(2.2)	98(30.2)	170(52.5)	47(14.5)	5(1.5)	2.80 ± .72
58.		6(1.9)	85(26.2)	193(59.6)	31(9.6)	38(11.7)	2.83 ± .69
59.			10(3.1)	92(28.4)	184(56.8)	5(1.5)	3.77 ± .69
60.		1(0.3)	54(16.7)	187(57.7)	77(23.8)	·	3.10 ± .69

	1	2	3	4	5	
61.	5(1.5)	42(13.6)	175(54.0)	88(27.2)	14(4.3)	3.20 ± .77
62.	17(5.2)	98(30.2)	154(47.5)	53(16.4)	2(0.6)	2.77 ± .81
63.	1(0.3)	38(11.7)	206(63.6)	75(23.1)	3(0.9)	3.13 ± .62
64.	6(1.9)	73(22.5)	147(45.4)	90(27.8)	7(2.2)	3.06 ± .82
65.	12(3.7)	103(31.8)	159(49.1)	46(14.2)	4(1.2)	3.23 ± .78
66. 가	13(4.0)	70(21.6)	143(44.1)	90(27.8)	5(1.5)	3.01 ± .85
67. 가	4(1.2)	61(18.8)	184(56.8)	69(21.3)	5(1.5)	3.03 ± .72
68. 가	1(0.3)	47(14.5)	141(43.5)	118(36.4)	15(4.6)	3.31 ± .79
69. 가	31(9.6)	137(42.3)	117(36.1)	36(11.1)	2(0.6)	3.49 ± .84
70. 가	6(1.9)	71(21.9)	192(59.3)	52(16.0)	·	2.90 ± .67
71.	12(3.7)	127(39.2)	135(41.7)	38(11.7)	10(3.1)	3.29 ± .84
72. 가	6(1.9)	50(15.4)	152(46.9)	100(30.9)	14(4.3)	3.21 ± .82

	1	2	3	4	5	
73.	20(6.2)	91(28.1)	160(49.4)	40(12.3)	11(3.4)	3.21 ±.87
74. 가	3(0.9)	64(19.8)	205(63.3)	38(11.7)	10(3.1)	3.04 ±.69
75. 가	6(1.9)	27(8.3)	140(43.2)	128(39.5)	22(6.80)	3.41 ±.81



## **Abstract**

### **Nurses' perceptions of job-related empowerment, job satisfaction, and organizational commitment**

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This descriptive study was designed to find out the relation between nurses' perceptions of job-related empowerment, job satisfaction and organizational commitment.

The data was collected from 390 staff nurses in a tertiary hospital located in Seoul during the period of 2 weeks from October 6 to October 19, 2000 by means of structures questionnaire. Five instruments were used in this study included the Job Activity Scale(Laschinger et al., 1994, 1999), the Organizational Relationship Scale(Laschinger et al., 1994, 1999), The Conditions of Work Effectiveness Questionnaire(Chandler, 1986), the Minnesota Satisfaction Questionnaire(Weiss et al., 1967) and the Organizational Commitment Questionnaire(Mowday et al., 1979).

The results were summarized as follows:

- 1) The mean of the CWEQ was 49.56percentile, and the support was perceived higher(56 percentile) than the other subscales, opportunity, information and resources. The mean of the MSQ was 49.4 percentile and the OCQ was 54.02

percentile.

- 2) Nurses' perception of job related empowerment was significantly related to job satisfaction( $r=.650$ ,  $p<.001$ ), and organizational commitment( $r=.458$ ,  $p<.001$ ). And the job satisfaction was related significantly to organizational commitment( $r=.426$ ,  $p<.001$ ).

Job satisfaction( $r=.583$ ,  $p<.001$ ) and organizational commitment( $r=.426$ ,  $p<.001$ ) have higher relation with the opportunity subscales of the CWEQ than the others.

- 3) The significant difference was found in the nurses' perception of the empowerment, job satisfaction and organizational commitment according to the age group, length of nursing career and ward.
- 4) Results of the stepwise multiple regression shows that the nurses' perception of the empowerment and organizational commitment explained 52% of job satisfaction, and also, the nurses' perceptions of the empowerment and job satisfaction explained 35% of organizational commitment.

In conclusion, nurses' perception of the empowerment, job satisfaction and organizational commitment have a strong relationship.

This finding suggests the importance of the empowering nurses to increase job satisfaction and organizational commitment.

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Key word : Nurses' empowerment, Job satisfaction, Organizational commitment