A study on the quality of medical social work influenced by organizational culture of hospital

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In this study, the impact of organizational culture on the quality of social work services in hospitals were empirically analysed. A mailed questionnaire survey was conducted between February 19 and April 10, 2001. A sample of total 70 hospitals, including general hospitals with one social worker at least and single-department hospital with two social workers or more, were identified nationwide through the registry of Korean Association of Medical Social Workers and Korean Association of Hospitals.

According to coping strategy and reacting pattern with the environmental changes, four types of organizational culture in each hospital, classified as group culture, developmental culture, hierarchial culture, and rational culture, were adopted for the independent variables. Three dimensional aspects of quality of social work service - structure, process, and outcome were selected as dependent variables in this study. Also the quality of social work service was distributed into provider-perceiving quality and consumer-perceiving quality.

The major findings were as following in summary : First, most social workers reported that the characteristic of culture in their hospitals are group culture the first, hierarchial culture the second, developmental culture the third, and rational culture finally in order of
social worker’s recognition. Second, comparing the level of quality perceived between
service provider and consumer, The provider-perceiving quality showed less score than that
of consumer, especially the lowest was the score of quality of outcome perceived by
provider. Third, according to the types of organizational culture, there were significantly
different levels of quality in total social work services, structure dimension and process
dimension. The quality of outcome dimension did not show significant differences among
the type of organizational culture. Finally, the most influential variables to the quality of
social work service proved departmental form of social work unit, leader of social work unit,
and developmental culture of hospital.

To assure quality services, accordingly, social work unit in hospital is required to be
organized as a single unit, that means to be an independent department of which qualified
social worker is supposed to control the unit. It is strongly recommended to develop
leadership for the leaders of social work unit.

Key Words: organizational culture, medical social work, quality of service

I. 서 론

조직 유효성을 제고하기 위해 1970년대 이후 등장한 것이 조직문화(organization culture)
의 개념이다. 조직문화는 거시적인 문화의 개념을 미시적인 조직수준에 적용시킨 것으로, 한
조직의 구성원들이 공유하고 있는 가치관과 신념, 이념, 규범, 행동양식을 포함하는 종합적인
개념으로 조직의 구성원과 조직 전체의 행동에 영향을 미치는 기본 요소를 말한다(한국의료
성원에게 조직의 가치와 신념을 전달하는 상징, 의식 등의 집합으로, Siehl & Martin(1981)
은 조직을 하나로 만드는 사회적 또는 규범적 집합체로 조직문화를 정의하고 있다.
Kilmann(1988)은 조직구성원들을 함께 결합시켜주는 공유된 가치와 행동을 조직문화로 보았
으며, Tunstall(1983)도 조직문화란 각 조직의 독특한 믿음, 관습, 토속, 가치체계, 행위규범,
경영방식 등의 집합으로서 조직 활동을 위한 특정 유형을 형성하며 조직내의 생활을 특정
지우는 목시적, 명시적 행위 및 감정의 패턴이라고 하였다.

Deal & Kennedy(1982)는 조직문화가 조직의 생존과 성장, 발전에 기본이 되기 때문에 적
극적으로 조직문화를 형성해야 한다고 주장하고 있다. Smircich(1983)에 의하면 조직문화는
조직 구성원에게 일체감을 제공하며, 체계의 안정성을 높여주고, 자신 보다 더 큰 현실