<Abstract>

The Relationship of Organizational Culture, Human resource management Practices and Organizational Performance at a General Hospital.

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The purpose of this study was to identify the relationship between organizational culture based on the competing values approach, human resource management practices and organizational performance at a hospital.

Participants were 138 employee in a general hospital. Data were collected during May, 2003 using four structured instruments. The data were analyzed using Chi-square test, One-way ANOVA, scheffé test and Cluster analysis.

Three clusters were derived from cluster analysis. The first cluster consisted of cultures which were mixed developmental, consensual, hierarchial and rational culture equivalently. The second cluster consisted of the weak cultures, which was lower score than other clusters. The third cluster consisted of strong comprehensive cultures, which had higher score than other clusters. In the three clusters, hierarchial and rational culture were

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superior. The difference between human resource management practices and organizational commitment in organizational performance according to organizational culture clusters was found to be statistically significant. The cluster which had strong comprehensive cultures, in contrast to other clusters, more significantly affects on human resource management practices and organizational commitment. However, the strength of organizational culture does not have a significant effect on customer oriented service performance in organizational performance.

These results showed that types of organizational culture were significantly related to human resource management practices and organizational commitment, and understanding the existing culture is essential to develop the organization of hospitals.

Key Words : Organizational Culture, Human resource management Practices, Organizational Performance

I. 서 론

1. 연구의 필요성

산업사회에서는 조직경영의 3대 요소로 3M, 즉 사람(man), 돈(money), 물자(material)를 꼽아왔고, 1980년대에는 정보의 중요성이 높아지면서 정보를 제4의 자원이라 불렀으며, 오늘날에는 조직문화를 제5의 자원으로 추가하여 조직문화는 조직의 경신이요 이 경신에 따라 조직의 성패가 달라진다고 보고 있다(이학중, 1991).

오늘날 의료 조직은 재정적박으로 인한 재정자원의 감소와 인력의 감축, 양질의 의료서비스에 대한 대상자의 요구 증가 등의 내·외적 환경변화에 직면해 있으며, 급변하는 환경에서 생존하고 적응할 수 있는 모델은 조직문화의 경신을 위하여 조직문화의 경신을 추구하고 있는데, 이러한 변화를 다루는 의료조직의 능력은 조직문화에 따라 좌우된다는 것이다(Nash, Everettl, 1996; Rizzo 등, 1994; Seago, 1996). 조직문화는 병원과 병원조직의 성패를 결정하는 중요한 관리요인으로 고려되어야 함은 물론이며, 나아가 급변하는 환경 하에서 양질의 의료