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1.

(Barter, McLaughlin, & Thomas, 1994; Deorge & Hagenow, 1995; Effken & Stetler, 1997).

2가 가 ,

(1994) Zimmerman Skalko , (Hagerman & Tiffany 1994).

(cost), (competition), 4C  
(capitation), (coalition) 가

(Knox & Irving, 1997).

가 가

(Haines & Jones, 1994). Rogers(1995) “

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2001 11 6 2001 11 7 2002 4 8





가  
Cronbach's alpha .9044  
2) : Rogers(1995)  
가  
5가  
가  
가  
5가  
가  
가  
Cronbach's  
alpha .7248  
3) :  
가  
4  
3  
가  
Cronbach's alpha .7045

4.

1)

2)

Pearson correlation coefficient

3)

ANOVA

4)

regression

185 가 가 26.5%,  
가 71.9%, 32 ±  
6.85( 22 -48 ) ,  
51.4%, 44.9% 가  
89.7%  
9.3 ±6.64  
4.2 ±4.1 <Table 1>.

<Table 1> General characteristics of subjects  
(N = 185)

Characteristics	Category	N	%
Age	20 - 29	79	42.6
	30 - 39	68	36.7
	40 - 49	33	17.7
	Missing	5	2.7
Position	Staff Nurse	133	71.9
	Head Nurse	49	26.5
	Missing	3	1.6
Education	Associate Degree	76	41.1
	Bachelor's degree	83	44.9
	Master's Degree or higher	23	12.4
	Missing	3	1.6
Marital Status	Single	95	51.4
	Married	87	47.0
	Missing	3	1.6

2.

100 71.3  
±13.8  
7.83 ±1.54 가  
6.44 ±2.32, 6.56 ±2.02  
<Table 2>.

1.

가 (t = -2.11, p < .05).

&lt;Table 2&gt; Perception of Nursing Practice Change

(N = 185)

Negative	0	2	4	6	8	10	Positive	M ± SD
Threat		6(3.3)	13( 7.1)	49(26.6)	93(50.5)		Opportunit	7.23 ± 1.81
Holding on to the past		6(3.2)	14( 7.6)	51(27.6)	86(46.5)	28(15.1)	Reaching for th future	7.25 ± 1.88
Immobilized		4(2.2)	11( 5.9)	55(29.7)	83(44.9)	32(17.3)	Activated	7.38 ± 1.80
Rigid		5(2.7)	16( 8.6)	61(33.0)	71(38.4)	32(17.3)	Versatil	7.18 ± 1.92
A loss	1(0.5)	8(4.3)	29(15.8)	62(33.7)	68(37.0)	16( 8.7)	A gain	6.56 ± 2.02
Victim of change		2(1.1)	17( 9.2)	72(39.1)	74(40.2)	19(10.3)	Agent of chang	6.98 ± 1.68
Reactive		6(3.2)	16( 8.7)	57(31.1)	81(44.3)	23(12.6)	Proactiv	7.07 ± 1.89
Focused on the past		7(3.8)	9( 4.9)	42(22.8)	97(52.7)	29(15.8)	Focused on th future	7.43 ± 1.84
Separate from change		2(1.6)	4( 1.1)	37(20.2)	105(57.4)	36(19.7)	Involved wit change	7.83 ± 1.54
Confused	6(3.3)	9(4.9)	26(14.2)	52(28.4)	75(41.0)	15( 8.2)	Clear	6.44 ± 2.32
Total								71.3 ± 13.78

69.2 , 71.1 ,  
78.9  
가 (F=4.39, p<.05), post-hoc test  
가 (p<.05).

3.

&lt;Table 3&gt; Perceived Attributes of Nursing Practice Change (N = 185)

Attributes	Mean	SD	Range
Relative Advantage	5.70	4.00	0-30
Compatibility	6.85	1.94	0-12
Complexity	7.03	2.51	0-12
Trialability	9.13	2.09	0-12
Observability	4.30	1.59	0-7

4.

5가  
<Table 3>, 가 ,  
0-12 9.13 ± 2.09 가  
가  
가 , 가,  
2.71, 2.59  
1.88  
<Table 4>.

0-30

5.70

가

&lt;Table 4&gt; Adoption of Nursing Practice Change (N = 185)

Changes	Mean	SD	Range
Primary Nursing	2.71	0.87	0-4
Changes in Work Hours	2.59	0.88	0-4
Nursing Support Team	1.88	1.06	0-4
Total	7.20	1.72	0-12

5.

가



&lt;Table 8&gt; Standardized and Unstandardized Regression Coefficients

(N = 185)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.473	2.485		1.800	.074
perception of change	-3.184E-04	.009	-.003	-.035	.972
relative advantage	8.800E-02	.036	.205	2.451	.016
compatibility	.361	.074	.385	4.891	.000
complexity	.152	.049	.225	3.104	.002
trialability	7.959E-02	.064	.090	1.252	.213
observability	.198	.088	.175	2.255	.026
age	-.101	.107	-.393	-.937	.351
position	8.113E-02	.462	.021	.176	.861
education	-4.302E-02	.210	-.017	-.205	.838
marital status	-.164	.317	-.048	-.518	.606
years experience	4.408E-03	.009	.202	.479	.633

5가 ( , , , 가 ,  
가 ),

linear

combination

43.7% <Table 7>.

linear combination

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가 가

4가 가 Rogers

가 ,

가 가

Beta = .385 가 , 가

Beta = .225, , Beta = .205

<Table 8>.

(Castle & Banaszak-Hall 1997; Nelson & Quick, 1993).

Rogers  
5가 가

가 , 가

(Covin & 가 가 , 가

Kilman, 1990).

가

(Barter, McLaughlin, & Thomas, 1994; Deorge

& Hagenow, 1995; Flarey, 1995; Effken &

Stetler, 1997),

Kim (1997) 가 (Kinnerman et al., 1997), (cross-sectional) , Bryant(cited Hong, 1997) 가 (Effken & Stetler, 1997; Rogers, 1995), (quality of worklife) , Rogers 가 가 , 5가 , 가 , r = .563, r = .482 가 , 1999 50 , 135 (r = .433) 가 185 (r = .402) Rogers가 SPSS Pc+ Version 10 Hong(1997) 가 (self-interest) 1. 100 71.3 ± 13.8 가 2. Rogers(1983) 가 Rogers(1993) 가 5가 가 4가 가 Rogers 0-7 4.31 ± 1.59 가





*Reengineering health care.* Franklin:  
Wisconsin, Eagle Press.

- Abstract -

## Nurse's Adoption on a Planned Organizational Change

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*Park, Jung-Sook \*\**, *Kim, So-Sun \**

With the dynamically changing environment of society, managing change is the vital element of organizations's survival and growth. Health care organizations have expended enormous resources to restructure patient care delivery. Despite the growing literature describing these organizational innovations, there is a paucity of credible data that reflects systematic measurement and evaluation of such changes. This study examined the nurses' psychological response toward the work process redesign, newly introduced by the nursing department in a acute care hospital. The aim of the study was to figure out how nurses's general perception of change and perceived attributes of change affected their acceptance of change during the organizational transition. This was descriptive-correlational. The sample for the study included 50 head nurses and 135 staff nurses. Data was analyzed using SPSS PC+, version 10.0.

The major findings of the study were as follows: First, the mean score of the perception of change was 71.2(SD= 13.8) with the range of 0-100, which means nurses generally perceived change positively. There were significant differences in perception of change by gender and education level. Head nurses perceived change more positively than staff nurses. The higher education level showed the more positive view of change. Second, among the perceived attributes of change, trialability had the highest mean score, which means nurses perceived the change more positively if it is testable on a limited basis. Relative advantage was perceived the most negatively. Finally, factors influencing the acceptability of the work-process redesign were perceived comparability, complexity, relative advantage, and observability, which accounted for 43.7% of the variance in the acceptability of change.

This study evaluated the preliminary effects of the nursing process for reengineering, focusing on nurses' acceptability towards change. The usefulness of this research study was to determine the factors influencing acceptance of organizational members during transitional periods of change and to suggest effective strategies for increasing adoption as well as for decreasing resistance to change.

Key words : Organizational change, Perception  
of change, Acceptance

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