

: , , ,

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\* . \*

(Cavanagh, 1992).

가

1.

(White, 1980).

가

1986-1990

(Prescott, 1986).

11.7% , 1990

22.9% 가

1990 IMF

(Kim,

가

Park, & Cho, 2000),

가

가

(Ministry of Health & Welfare, 1999).

(Corley & Mauksch, 1993).

(Kim, 1992; Moon, 1992).

가 가

(Kim & Lee, 2001; Kim & Park, 1995).

(Curry, 1985). ,

Fishhein Azen(1975)

가

\*

2002 1 18

2002 8 1

2002 11 25

Prescott(1986)  
가 (Kim & Kim; 1997),  
(Kim, 1996; Lee, 1998; Park, 1997), Kim Lee  
(2001)

4)

3.

1)

가 가

Bass(1985)

(Charlotte, 1992; Frances, 1990).

2)

(Bass, 1985; Choi & Ha, 2001; Lee, 1996; Min, 1994; Hwang, 2000).

Paula(1978)가

3)

가

Choi Ha(2001)

43%

Porter, 1982),  
Hwang(2000)

(Mowday & Poter(1979)

4)

가

Lee(1995)가

2.

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1)

2)

3)

<Figure 1>



<Figure 1> Conceptual Framework of this research

가 (Kim & Kim, 1997).  
가

2.

1) , (Kim & Lee, 2001; Lee, 1995).  
가  
가  
(Kim & Park, 1995).  
Kim(1997)  
(Min, 1994).  
가

2) ,  
가  
가  
(Hwang, 2000). (Kim & Kim, 1997),  
(White, 1980).  
(Bass, 1985; Charlotte & Wolf, 1992; Donna, 1995; Hwang, 2000; Lee, 1995; Park, 1997). 가  
가  
가 가  
(Kim & Moon, 1998).

2) 가

Paula(1978)가

2 , 3 ,  
2 , 3 , 3 ,  
4 , 3 20  
Han (1993)  
5 “ ” 5  
“ ” 1 가

.78

1.

3)

3

Poter(1979)

Hwang(2000)

12  
1 , 가 2 , 4  
9 14 가 , 520 가 , 가 3 , 1 ,  
487 1 5 “ ” 5 “ ” 1  
가

2.

.89

4)

1)

Bass(1985)

Lee(1995)가

가 , 가

Park(1997)

36 . 36 5  
20 .76  
12 , 4 , 4  
4 3.

12  
5 “ ” 5 “ ” 1 가

SAS Package

.86 , .65

ANOVA ,

Pearson correlation coefficient ,

stepwise multiple regression



<Table 2> Leadership styles, job satisfaction, organizational commitment, and turnover intention according to general characteristics

general characteristics	item	TF	TA	SA	INV	TN
age	20-24	3.10(0.56)	2.69(0.30)	2.84(0.40)	2.86(0.55)	2.96(0.75)
	25-29	3.08(0.59)	2.71(0.32)	2.83(0.35)	2.78(0.51)	3.17(0.79)
	30-34	3.11(0.59)	2.69(0.34)	2.91(0.39)	2.89(0.63)	2.88(0.90)
	35 ↑	3.12(0.72)	2.87(0.32)	3.13(0.35)	3.06(0.57)	2.70(0.86)
	F or t	0.10	2.78*	6.50**	2.95*	5.32*
marital status	married	3.15(0.60)	2.71(0.32)	2.94(0.39)	2.91(0.60)	2.90(0.85)
	unmarried	3.07(0.59)	2.71(0.32)	2.84(0.37)	2.82(0.53)	3.07(0.80)
	F or t	1.55	0.01	5.77*	2.34	3.84
religion	christianism	3.10(0.62)	2.73(0.31)	2.90(0.39)	2.88(0.58)	2.98(0.83)
	buddism	3.21(0.52)	2.67(0.30)	2.92(0.31)	3.01(0.53)	2.80(0.73)
	catholicism	3.05(0.64)	2.75(0.35)	2.86(0.36)	2.76(0.53)	3.12(0.72)
	none	3.08(0.58)	2.71(0.32)	2.84(0.38)	2.79(0.55)	3.10(0.84)
	others	2.93(0.50)	2.60(0.38)	2.86(0.44)	3.03(0.39)	2.50(0.57)
	F or t	0.70	0.80	0.81	2.31	2.75*
education level	college graduate	3.08(0.54)	2.68(0.31)	2.88(0.36)	2.91(0.53)	2.96(0.76)
	baccalaureate	3.11(0.65)	2.76(0.31)	2.83(0.40)	2.69(0.59)	3.16(0.90)
	master degree	3.25(0.84)	2.80(0.40)	2.95(0.41)	2.96(0.44)	2.89(0.82)
	F or t	0.75	4.18	1.34	8.29**	3.46*
major field of practice	medical unit	3.14(0.59)	2.64(0.31)	2.84(0.36)	2.86(0.61)	3.12(0.84)
	surgical unit	3.25(0.56)	2.70(0.31)	2.90(0.37)	2.93(0.55)	2.97(0.75)
	psychiatric unit	3.54(0.23)	2.67(0.19)	3.38(0.25)	3.26(0.53)	2.77(0.97)
	OB & GY unit	3.21(0.48)	2.70(0.36)	2.84(0.28)	2.78(0.46)	2.96(0.74)
	pediatric unit	3.30(0.60)	2.70(0.32)	2.88(0.31)	2.80(0.55)	3.08(0.73)
	neonatal room	3.14(0.65)	2.65(0.34)	3.07(0.52)	2.96(0.49)	2.86(0.86)
	hemo room	3.29(0.72)	2.70(0.23)	3.07(0.28)	2.86(0.62)	2.69(0.87)
	ER	2.75(0.46)	2.68(0.29)	2.75(0.34)	2.72(0.47)	3.13(0.77)
	ICU	2.98(0.57)	2.82(0.33)	2.74(0.38)	2.68(0.51)	3.16(0.82)
	OR	2.85(0.60)	2.72(0.36)	2.93(0.41)	2.91(0.52)	2.88(0.89)
	outpatient clinic	2.82(0.38)	3.00(0.35)	2.60(0.00)	2.91(0.11)	2.50(0.70)
	others	3.05(0.60)	2.65(0.29)	2.85(0.37)	2.88(0.68)	3.10(0.90)
	F or t	4.47**	1.60	4.07**	1.80	1.05
	total numbers of years in nursing practice	1 year	3.20(0.57)	2.71(0.31)	2.98(0.42)	3.04(0.50)
1-3 years		3.00(0.61)	2.71(0.31)	2.76(0.35)	2.73(0.53)	3.15(0.70)
3-5 years		3.08(0.53)	2.66(0.31)	2.83(0.36)	2.83(0.53)	3.08(0.84)
5-10 years		3.11(0.58)	2.72(0.32)	2.86(0.36)	2.81(0.57)	3.12(0.85)
10 years		3.19(0.64)	2.76(0.35)	3.06(0.38)	3.02(0.59)	2.63(0.82)
F or t		1.76	0.78	8.01**	4.74**	6.48**
Position in present	acting nurse	3.09(0.57)	2.70(0.31)	2.85(0.37)	2.84(0.54)	3.03(0.80)
	charge nurse	3.24(0.64)	2.80(0.32)	2.88(0.41)	2.69(0.59)	3.20(0.99)
	head nurse	2.95(0.87)	2.83(0.38)	3.16(0.32)	3.10(0.66)	2.60(0.82)
	others	3.15(0.28)	2.62(0.44)	2.85(0.56)	3.29(0.41)	2.50(0.70)
	F or t	1.00	1.81	3.91*	2.61	2.44

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

TF : Total Transformational leadership TA : Total Transactional leadership

SA : Job satisfaction INV : Organizational commitment TN : Turnover intention

가 가 , 4. 1-3 , 5-10 , 3-5 , 10 가 .

<Table 3> Correlation Matrix of study variables

Var	TF	TF1	TF2	TF3	TA	TA1	TA2	SA	INV	TN
TF	1.00									
TF1	.97**	1.00								
TF2	.89**	.80**	1.00							
TF3	.89**	.81**	.74**	1.00						
TA	.03	.05	-.02	.04	1.00					
TA1	.79**	.76**	.66**	.77**	.22**	1.00				
TA2	-.32**	-.29**	-.33**	-.30**	.89**	-.22**	1.00			
SA	.48**	.45**	.46**	.43**	-.04	.41**	-.24**	1.00		
INV	.36**	.35**	.38**	.30**	-.11*	.29**	-.26**	.70**	1.00	
TN	-.30**	-.30**	-.30**	-.24**	.06	-.22**	.18**	-.51**	-.65**	1.00

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

TF : Total Transformational leadership TF1 : Charisma TF2 : Intellectual Stimulation  
 TF3 : Individualized Consideration TA : Total Transactional leadership TA1 : Contingent Reward  
 TA2 : Management by Exception SA : Job satisfaction INV : Organizational commitment  
 TN : Turnover intention

<Table 4> Stepwise Multiple Regression Analysis of Variables on turnover intention

Dependent Variables	Independent Variables	R <sup>2</sup>	R <sup>2</sup> change	F(P)
Turnover intention	organizational commitment	.444	.444	366.01(0.000)
	charisma	.007	.451	6.26(0.012)
	job satisfaction	.002	.453	2.14(0.143)

<Table 3>. (R<sup>2</sup>)  
 , = 0.444).  
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 ,  
 (p<.001),  
 , 2.87,  
 (p<.001), 2.84  
 (p<.001).  
 , Park (1997)  
 , 2.97, 3.28, Hwang(2000)  
 , 3.21, 3.00 ,  
 (p<.001). 3.02  
 ,  
 (p<.001), , 가  
 (p<.001).  
 (Kim, 1996; Kim & Kim, 1997; Kim &  
 <Table 4>, 44% Lee, 2001; Koo & Choi, 2000; Lee, 1998)  
 가

가

가

가

가

Kim (1997)

가

가

Kim(1994), Seo(1995)

가

Lee(1995)

44%

Kim (1996)

Kim Lee

41.5%

(2001), Kim (1996)

가

가

가

가

가

2001 7 6 9 14

3

468

19

487

, SAS Package

ANOVA, Pearson correlation coefficient, stepwise multiple regression

가

Park(1997)

Hwang(2000)

Charlotte & Wolf(1992)

가

가

가

, Donna(1995)

가 가

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2. 가

3. 가

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- Abstract -

## The Relationship Among Leadership Styles of Nurse Managers, Job Satisfaction, Organizational Commitment, and Turnover Intention

*Ha, Na-Sun \*• Choi, Jung \**

**Purpose:** The Purpose of this study was to identify the relationship among leadership style of nurse managers, job satisfaction, organizational commitment, and turnover intention.

**Method:** The subjects were 468 nurses and 19 head nurses who were working at the 3 general hospitals in seoul. The data were collected from July 6 to September 14, 2001 by the structured questionnaires. For data analysis, descriptive statistics, ANOVA, Pearson correlation coefficient, and stepwise multiple regression with SAS package were used.

**Result:** 1) The score of the nurse managers' transformational leadership perceived by subordinates' were higher than that of the

nurse managers' transactional leadership. Among 5 subdimensions of the leadership styles perceived by subordinates', the scores of 'charisma' and 'intellectual stimulation' were highest and 'management by exception' were lowest. 2) 'Charisma', 'intellectual stimulation', 'individual consideration' and 'contingent reward' were positively related to all of variables except 'turnover intention'. 'Management by exception' was negatively related to all of variables and was positively related to 'turnover intention'. 3) 'Job satisfaction' was positively related to 'organizational commitment' and 'Job satisfaction', 'organizational commitment' were negatively related to 'turnover intention'. 4) As a result of stepwise multiple regression analysis, the key determinants of 'turnover intention' were 'organizational commitment' and this explained 44.4% of the total variance of it.

**Key words :** Nurse manager,  
Transformational leadership,  
Transactional leadership,  
Job satisfaction,  
Organizational commitment,  
Turnover intention

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\* Department of nursing, seoil college