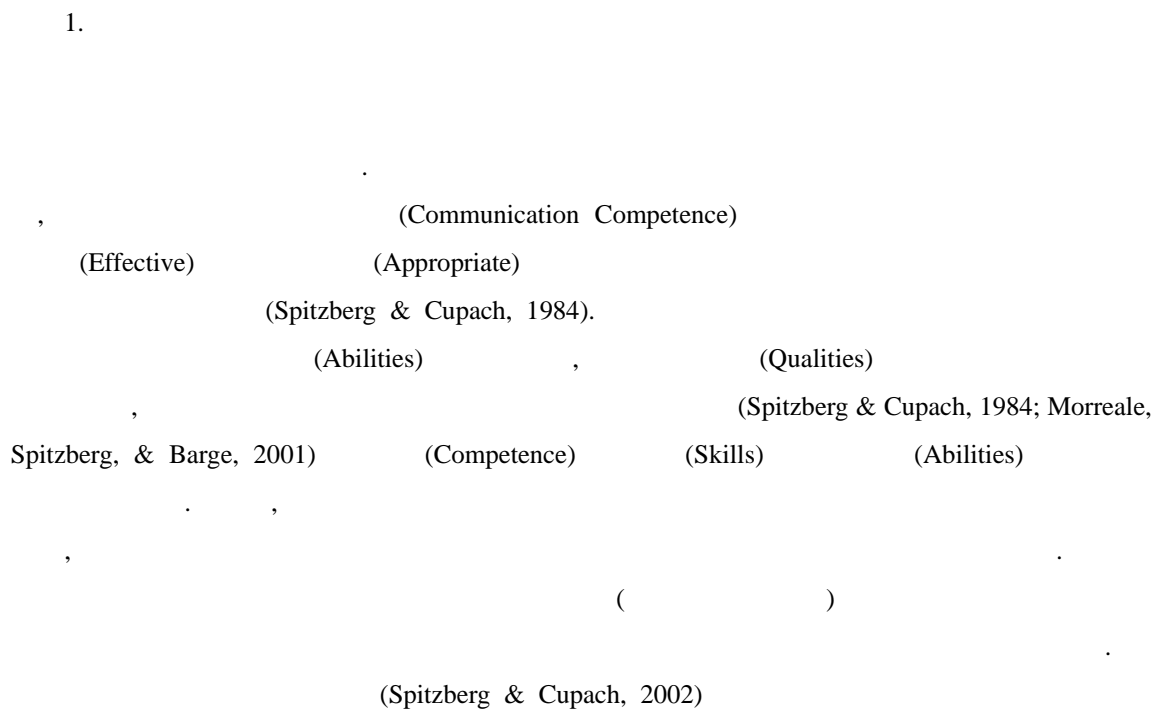


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(Communication Competence) ,
 1970 1980 .
 (Social Skills), (Social Competence),
 (Interpersonal Competence) ,
 (Spitzberg & Cupach, 2002). 1980

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 (Burns, 1978)
 (Barling, Slater,
 Kelloway, 2000; Caruso, Mayer, & Salovey, 2002; Higg & Aitken, 2003),
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 (Berlow, 1976),
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¹ 본 연구는 이화리더십개발원이 주관하는 연구 프로젝트로 개발원 원장이신 최선열 교수님과 함께 진행하고 있습니다.



² 앞서 언급한 것처럼, 조직 내 리더는 기능적으로 다양한 커뮤니케이션 상황에 처하게 된다. 본 연구에서는 구체적 리더십 커뮤니케이션 영역들에서 공통적으로 요구되는 대인관계 역량을 중심으로 살펴보고자 한다. 이 역량을 기반으로 각 기능적 영역마다 강조되는 혹은 특정 영역 고유의 역량은 후속연구를 통해 개발이 지속될 예정이다. 본 연구를 통해 제시될 리더십 커뮤니케이션 역량 척도는 개별문항에 공식적인 조직상황을 상정한 표현들이 사용되지만, 리더십의 기본적인 개념정의가 대인관계에서의 영향력임을 감안하여, 최소한의 수정을 통해 일반적인 커뮤니케이션 역량 측정에도 사용될 수 있도록 개발되었다.

(competence) (abilities)

(Spitzberg & Cupach, 2002).

(repertory)

(Morreale, Spitzberg, & Barge, 2001).

(McCroskey, 1982),

(Wiemann & Backlund, 1980), (Rubin, 1991)

(Parks,

1994).

2.

(Morreale, Spitzberg, & Barge, 2001).

(Assertiveness) (Empathy)

(Contextual Command)

(Stogdill, 1981),

(Butler, 1981).

PR

(Articulation)

(Duran, 1983),

(Directness)

(Bradac & Mulac, 1984), (Social Initiative)

(Lorr & More, 1980), (Defense of Rights)

(Lorr & More, 1980), PR

(Self-Promotion)

(Giacalone & Riodan, 1990; Rudman, 1998).

(Attentiveness) (Spitzberg, 1994), (Expressiveness)
 (Spitzberg, 1994), (Supportiveness)
 (Duran, 1992; Rubin & Martin, 1994), (Perspective-Taking)
 (Caruso & Mayer, 1998), (Empathy)
 (Caruso & Mayer, 1998), (Appropriate Self-Disclosure)
 (Duran, 1992)
 (Content Knowledge) (Procedural Knowledge)
 (Spitzberg & Cupach, 1984, 2002).
 (Morreale, Spitzberg, & Barge, 2001).
 (Hall, 1959).
 (, 1995),
 6 (Self-Monitoring)
 (Morreale, Spitzberg, & Barge 2001), (Social Composure)
 (Duran, 1992),
 (Nonverbal Detection)
 (Situational Analysis)

, (Berger, 2002),
 (Environmental Monitoring)
 , (Interaction Management)
 (Spitzberg, 1994) .
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 (Driskell, Olmstead, & Salas,
 1993). ,
 , (Ridgeway, 1987;
 Carli, 1989; Bradely, 1980). ,
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 (Nicotera & Rancer, 1994; Carli,
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 (Carli & Eagly, 1999). ,
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 1998).
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 (Eagly & Johnson, 1990). ,
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(Argumentativeness)

(Infante & Rancer, 1982).

(Assertiveness)

(Infante, 1985), (Shultz, 1982).

(Infante & Gorden, 1985),

(, 2001).

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(Spitzberg & Cupach, 2002).

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(Morreale, Spitzberg, & Cupach, 2001).

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³ (1).

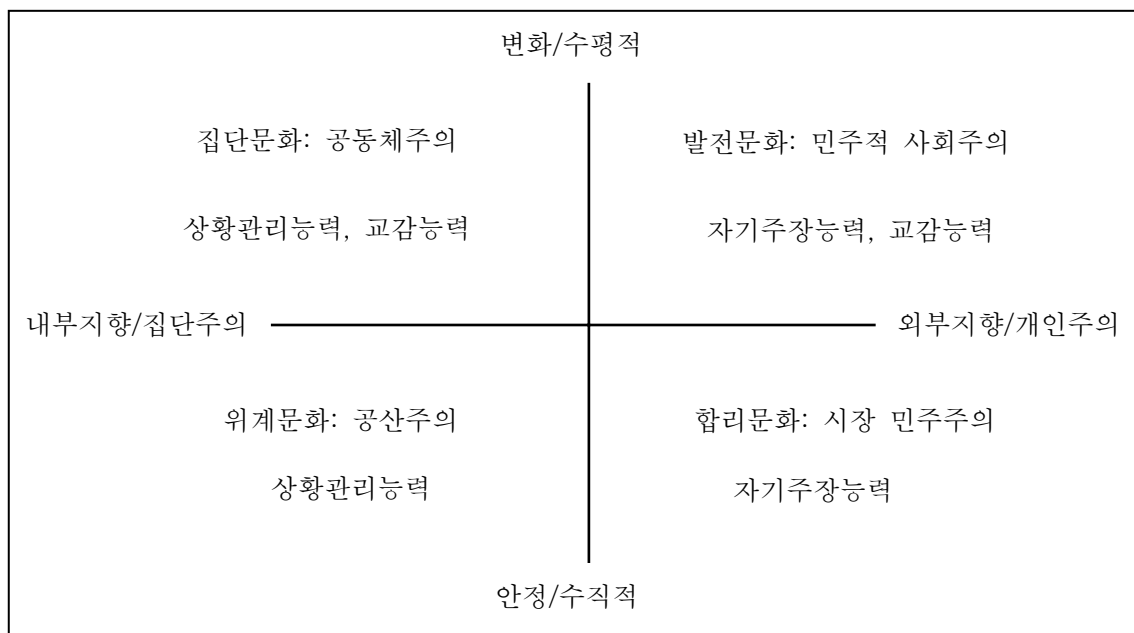
(Cameron & Quinn, 1999) . / - / , - , , , .

(Triandis, 1995; Triandis & Gelfand, 1998)

- - - , , - . - (), () . , ⁴ , , (< 1>).

³ 집단문화와 리더십 커뮤니케이션 역량과의 연계성은 아직 이론화 단계에 있어, 본 논문에서는 이론적 모델만 제시하였다.

⁴ 트라이안디스의 문화유형을 조직에 적용하여 조직문화와 구성원의 성격특성간의 관계를 연구한 에 이브라함 (1997)은 수평적 개인주의 (민주적 사회주의)를 특성으로 하는 조직일수록 구성원들이 발전 문화에서 강조되는 기업가 정신이 높음을 발견했다.



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(Nunally & Bernstein, 1994)

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(Nunally & Bernstein, 1994).

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SPSS , Amos .

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⁵ 자기주장력에서 자기PR능력, 상황관리능력에서 비언어적 메시지 간파력과 환경감시능력이 해당된다.

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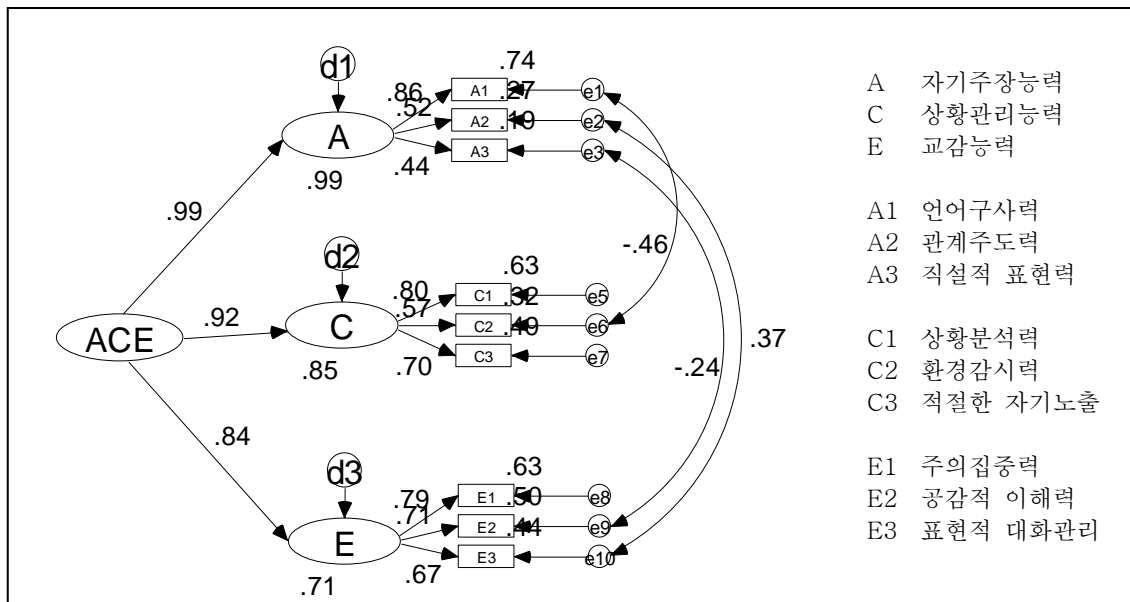
(< 2>).⁶

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($X^2/df = 2.221$, CFI = .997, NFI = .994, NNFI = .994, RMSEA = .070) ⁷(< 2>).



< 2> 2

⁶ 측정모델의 검증에는 수렴타당도와 판별타당도 또한 충족되어야 한다. 수렴타당도는 개별 항목들의 잠재변인 적재치 (.40 이상)와 크론바하 알파 및 구성신뢰도 (.70 이상)를 기준으로, 판별타당도는 모델적합도를 기준으로 했다. 세 모델 모두 수렴타당도와 판별타당도가 인정되었다.

⁷

Heywood Case

0.005

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			t	df	sig.
	5.048	4.933	1.156	246	ns
	4.064	4.353	-2.216	246	$p<.05$
	4.372	4.356	.147	246	ns
	4.908	5.041	-1.352	246	ns
	4.967	4.967	-.798	246	ns
	4.776	5.202	-4.425	246	$p<.001$
	4.615	4.844	-2.177	246	$p<.05$
	3.940	4.289	-3.188	246	$p<.01$
	4.990	5.062	-.748	246	ns
	4.088	3.816	2.333	246	$p<.05$

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	.089	.287**	.346**	.109	-.074	.195**	.051	.128*	.011	-.189**

* $p<.05$; ** $p<.01$

⁸ 논쟁성향의 측정을 위해 7점 척도로 이루어진 5개의 진술문이 사용되었다 (대화가 논쟁으로 이어지면, 기분좋은 흥분감을 느낀다; 주제를 막론하고 따지기를 좋아한다; 가능하면 토론이나 논쟁은 피하려 한다 (역코딩); 한번 토론을 시작하면 그칠 줄을 모른다; 토론은 문제를 해결하기 보다 더 많은 문제를 낳는다고 생각한다 (역코딩), Cronbach alpha = .673).

Contextual Command, Empathy
(< 3>).

A, C, E ,

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Assertiveness,
A.C.E. Cube

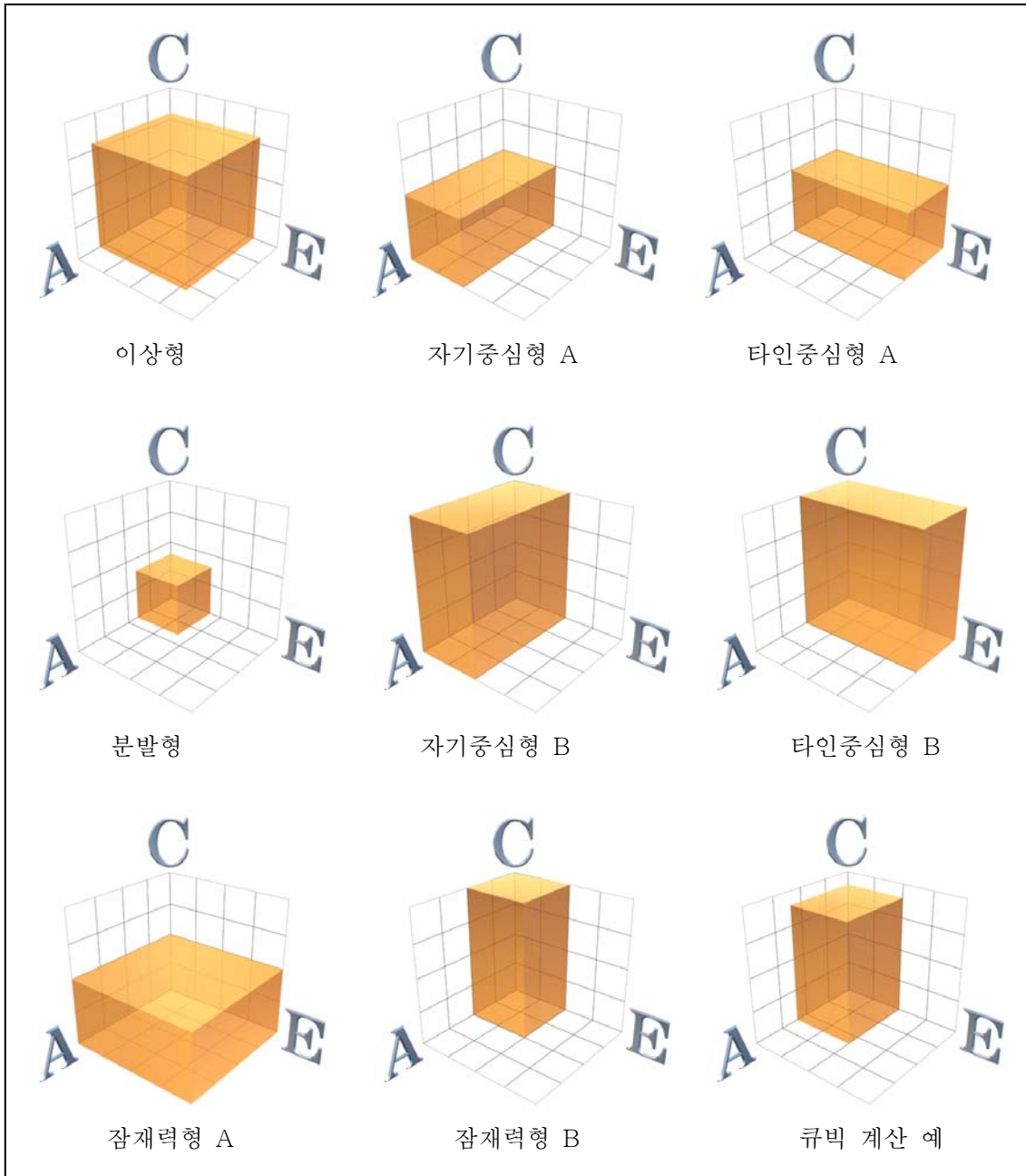
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A.C.E. Cube
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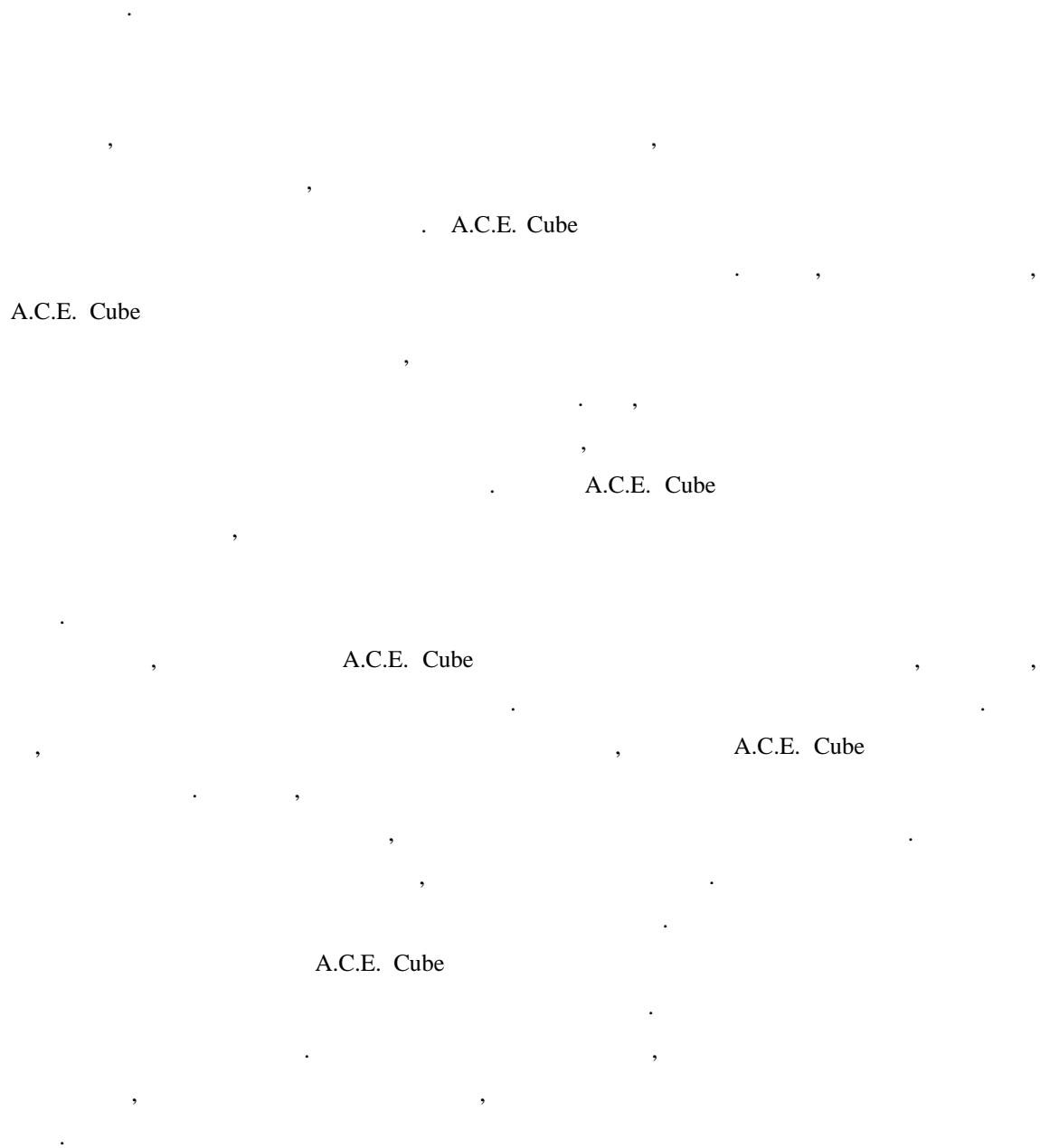
50 , 255 ⁹ . , /

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< 3> A.C.E. Cube

⁹ 부피공식에 의한 산출값 255,000을 1,000으로 나눈 점수에 대한 단위



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1.

		7	<ul style="list-style-type: none"> ● Duran Communication Adaptability Scale Articulation ● Norton Communication Style Measure
		10	<ul style="list-style-type: none"> ● Norton Communication Style Measure
		7	<ul style="list-style-type: none"> ● Duran Communication Adaptability Scale Social Experience ● Buhrmester, Furman, Wittenberg Reis Interpersonal Competence Questionnaire Initiation ● Lorr More Assertiveness Scale Social Assertiveness
		4	<ul style="list-style-type: none"> ● Rubin Martin Interpersonal Communication Competence Scale Assertiveness ● Buhrmester, Furman, Wittenberg Reis Interpersonal Competence Questionnaire Negative Assertion ● Lorr More Assertiveness Scale Defense of Rights
	PR	7	
		6	<ul style="list-style-type: none"> ● Spitzberg Conversational Skills Rating Scale Altercentrism ● Rubin Martin Interpersonal Communication Competence Scale Altercentrism Immediacy ● Norton Communication Style Measure ● Cegala Interaction Involvement Scale
		7	<ul style="list-style-type: none"> ● Spitzberg Conversational Skills Rating Scale Expressiveness ● Norton Communication Style Measure
		7	<ul style="list-style-type: none"> ● Duran Communication Adaptability Scale Social Confirmation ● Rubin Martin Interpersonal Communication Competence Scale Supportiveness ● Buhrmester, Furman, Wittenberg Reis Interpersonal Competence Questionnaire Advice/Guidance ● Caruso Mayer Measure of Emotional Empathy ● Wiemann Communicative Competence Scale ● Mehrabian Epstein Emotional Empathy Questionnaire
		5	<ul style="list-style-type: none"> ● Caruso Mayer Measure of Emotional Empathy ● Mehrabian Epstein Emotional Empathy Questionnaire
		5	<ul style="list-style-type: none"> ● Rubin Martin Interpersonal Communication Competence Scale ● Caruso Mayer Measure of Emotional Empathy ● Wiemann Communicative Competence Scale ● Mehrabian Epstein Emotional Empathy Questionnaire
		5	<ul style="list-style-type: none"> ● Duran Communication Adaptability Scale Appropriate Self-Disclosure ● Rubin Martin Interpersonal Communication Competence Scale Self-Disclosure ● Buhrmester, Furman, Wittenberg Reis Interpersonal Competence Questionnaire Self-Disclosure ● Norton Communication Style Measure ● Wheelless Grotz Revised Self-Disclosure Scales

1. (계속)

		5	● Cegala Interaction Involvement Scale
		5	<ul style="list-style-type: none"> ● Duran Communication Adaptability Scale Social Composure ● Spitzberg Conversational Skills Rating Scale Composure ● Rubin Martin Interpersonal Communication Competence Scale Social Relaxation ● Wiemann Communicative Competence Scale ● Norton Communication Style Measure
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		6	<ul style="list-style-type: none"> ● Spitzberg Conversational Skills Rating Scale Interaction Management ● Rubin Martin Interpersonal Communication Competence Scale Interaction Management ● Wiemann Communicative Competence Scale

2. , , -

			Item No	Mean SD	FL ^a	Cronbach alpha
			17	4.848 (1.149)	.760	.789
			45	5.833 (.962)	.688	
			23	5.086 (1.123)	.477	
			10	5.119 (1.152)	.532	
			62	4.778 (.975)	.512	
			47	4.708 (1.220)	.718	
			80	4.810 (1.541)	.779	.826
			82 ^b	4.519 (1.454)	.634	
			116	4.333 (1.180)	.665	
			7 ^b	3.287 (1.536)	.508	
			78	4.608 (1.335)	.616	
			114	5.063 (1.179)	.646	
			14	4.080 (1.383)	.661	
			103	4.151 (1.250)	.630	.767
			33	4.357 (1.445)	.439	
			101	4.815 (1.106)	.699	
			102	4.471 (1.295)	.733	
			9	4.803 (1.266)	.630	

a 2 (-) b
 1 (-) : ,.71; ,.61; .84
 $\chi^2/df = 2.401$, CFI = .981, NFI = .967, NNFI = .976, RMSEA = .075

2. , () –

			Item No	Mean SD	FL ^a	Cronbach alpha
a 2			56	4.853 (1.110)	.701	.842
			36	4.895 (1.387)	.648	
			22	5.025 (1.002)	.753	
			97	4.458 (1.085)	.702	
			75	4.647 (1.195)	.454	
			84	4.719 (1.159)	.677	
			86	4.697 (1.032)	.724	
			26	3.731 (1.335)	.555	.694
			1	3.839 (1.495)	.402	
			98	4.620 (1.451)	.536	
			87	3.893 (1.350)	.466	
			24	3.756 (1.412)	.487	
			46	5.165 (1.084)	.606	.623
			112	5.103 (1.077)	.485	
			28	4.942 (1.039)	.517	
			54	5.037 (1.129)	.498	
			2 ^b	3.590 (1.424)	.943	.686
			85 ^b	3.250 (1.314)	.599	
			25 ^b	3.410 (1.356)	.401	
			53 ^b	4.873 (1.372)	.438	
			79	4.460 (1.347)	.406	

a 2 (–) b
 1 (–) : , .99; , .79; , .77; -.01
 $\chi^2/df = 1.537$, CFI = .931, NFI = .828, NNFI = .921, RMSEA = .047
 Heywood Case , 0.005

2. , , () –

			Item No	Mean SD	FL ^a	Cronbach alpha
			110	5.413 (1.102)	.741	.703
			109	5.215 (.996)	.705	
			49	4.603 (1.205)	.415	
			104	5.083 (1.031)	.646	
			99	4.661 (1.246)	.437	
			89	5.163 (1.115)	.645	.782
			90	5.061 (1.163)	.693	
			91	4.694 (1.142)	.659	
			16	4.988 (1.233)	.481	
			4	5.261 (1.126)	.474	
			70	4.870 (1.134)	.551	
			76	5.090 (1.149)	.572	
			19	4.851 (1.301)	.671	.714
			51	4.894 (1.071)	.651	
			96	4.681 (1.142)	.553	
			3	5.293 (1.068)	.414	
			67	5.464 (.997)	.644	

a 2 (–) b
 1 (–) : , .99; , .73; , .74
 $\chi^2/df = 2.547$, CFI = .987, NFI = .979, NNFI = .983, RMSEA = .079
 Heywood Case , 0.005