

우리나라 대기업의 경영혁신 성과 및 영향요인 분석

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ABSTRACT

The main objectives of this thesis are as follows :

- 1) identifying the characteristics & roles of the MI(Management Innovation) Agencies in large companies of Korea.
- 2) identifying influencing factors which effects on the characteristics & roles of the MI Agency.
- 3) Analyzing the relationship between the characteristics & roles of the MI Agency and overall performances of the MI.

The MI 1) is to change the various components constituting the essence of a company, to cope with environmental change and to increase the corporate competitive power. 2) appears to be the simultaneous change of a corporate structure, a strategy, a climate, management techniques, production systems, and technology, etc. 3) requires top management's participation & support continuously and to make efforts with all employees in a long-term view.

The MI Agency is the unit or department composed of the professional agents that influence on the MI implementation process in successful directions. The characteristics & roles of the MI Agency were classified into 4 parts, that is, the professionalism, the internal communication, the external communication, the commitment to the MI.

Overall performances of the MI were composod the 1st-order performance(perceived performances) and the 2nd-order performances(the change of organizational commiment, communication, participations in decision-making, and work-related efficiency).

The model specifying the relationships between the characteristics & roles of the MI Agency and overall performances of the MI was established and hypotheses were developed. The hypotheses were tested empirically with data available from 69 large companies of Korea through questionnaires.

The major findings of this study were as follows :

- 1) Top management's participation & support related the MI implementation were positively correlated with overall performances of the MI.
- 2) When the internal & external communication among the characteristics & roles of the MI Agency were measured with qualitative devices (degree of the perception and of individual satisfaction), they were positively correlated with overall performances of the MI.
- 3) The commitment to the MI among the characteristics & roles of the MI Agency was positively correlated with work-related efficiency as well as the 1st-order performance.
- 4) Top management's participation & support related the MI Agency were positively correlated with the professionalism, the commitment to the MI among the characteristics & roles of the MI Agency.

Implications and further research directions are drawn for the Management Innovation, and more elaborated research methodology needs to validate the results of this study.