

A Study on the Important factors and Improvement Method for Mature Relationship

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성숙한 인간관계를 위한 요소들과 개선 방안에 관한 연구

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Abstract How many people does a person have personal relationships before he/she die? According to the research by sociologist Sola Paul, the number of people that a person recognizes importantly is 3,500 persons. People are living in personal relationships with more people than expected. As it is, the study that is important and essential for a person in living the life is the personal relationship. Therefore, since a person should be interested in, study on and practice the personal relationship, this study is a research on the improvement method for mature relationship to understand relationships with most frequently meeting people and coworkers for a person's life. Through researching previous study materials and documents and displaying specific examples on the meaning, the necessity and the criticality of personal relationship and preceding research data, the results of my survey for church teachers' relationships this study suggested the important factors and improvement method for mature relationship.

Key Words : Personal relationship, Respect, Criticism, Compliment, Smile, Language management, Modern man

요약 인간은 일생 동안에 몇 명의 사람들과 인간관계를 맺고 살다가 일생을 마치는가? 사회학자 솔라 폴의 조사에 따르면 한 사람이 일생 동안 중요하게 알고 지내는 사람의 숫자는 3,500명이라고 한다. 예상보다 많은 사람들과 인간관계를 맺고 살아가고 있다. 이와 같이 한 인간이 일생을 살아가면서 중요하고 꼭 필요한 공부가 바로 인간관계이다. 그래서 본 연구의 목적은 인간이 성공적인 인생을 살아가기 위해서는 인간관계에 대해 관심을 갖고, 공부도 하고, 실천도 해야 하고, 본 논문은 성숙한 인간관계 개선을 위한 방안에 관한 연구로서 한 인간이 일생을 살아가면서 가장 많이 만나고, 함께 일하는 사람과의 관계에 관한 것이고, 인간관계의 의미와 필요성, 중요성에 대해서 학자들의 연구 자료나 문헌, 선행연구 자료 등을 근거로 연구하고 교회교사들의 인간관계에 대한 설문의 결과를 통하여 성숙한 인간관계 개선을 위한요소들과 개선 방안(방법)을 제시하였다.

주제어 : 인간관계, 존중, 비난, 칭찬, 미소, 언어관리, 현대인

* This research is supported by Baekseok University

Received 4 June 2014, Revised 25 July 2014

Accepted 20 August 2014

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ISSN: 1738-1916

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1. Introduction

Human beings require interpersonal relationships because they are lonely and weak. Therefore they wish to form relationships with others. The loss of relationships is one of the defining features of today's people and this makes people lonely. This is the result of the loss of human relationships. Loneliness is a common mental suffering that contemporary people experience. In the US, about a quarter of the total population has been surveyed to feel a significant level of loneliness. Existential psychologist May diagnoses that contemporary people have become slaves of the massive social structure due to an addiction to industrialization and is suffering a dual pain of human loss and self loss, resulting in loneliness and emptiness[1].

Kwon Seokman explains the five reasons that make contemporary people lonely as follows. First, contemporary society is highly organized and massive and this results in people's existential value and meaning to be undermined. Second, because contemporary society is a competitive society that emphasizes efficiency and promptness, there is no time to pay attention to or show affection towards others. Third, contemporary society is highly diversified and this makes it difficult to find someone with common interest. Fourth, the contemporary society that is driven by capitalism values material assets, power and status over close bonding and affection between people. Fifth, contemporary society, due to highly developed information communication technologies, sees a reduction in-person contact while indirect and remote human relationships through electronic communication media increases[2].

Because of these five characteristics, contemporary people are living their lives in serious loneliness, suffering from a loss of proper relationships and if this trend is taken further, they suffer mental illness and even commit suicide. Therefore contemporary society

requires a more in-depth study on the meaning of human relationships and ways to form deeper relationships.

2. Review of preceding studies

A review of preceding studies shows the following. First, Lee Byungrok analyzed the effect of the nursing teacher's relationship on job satisfaction. His study used 374 nursing teachers in Seoul as subjects and analyzed using SPSS 18.0. It showed that the relationship of the nursing teacher had a significant effect on job satisfaction. Of the factors that compose the nursing teacher's relationships, the relationship with the director of the kindergarten had the highest effect.

Based on these findings, as can be seen in <Table 1>, the relationship between the director of the kindergarten and the nursing teacher had the highest effect on the nursing teacher's job satisfaction (beta = .304). This indicates that the relationship has more impact than the relationship with co-workers[3].

<Table 1> The Effect of Human Relations on the Job Satisfaction of Early Childhood Teachers

Relationships	B(β)	t
Relationship with the director	.339(.304)	4.775 * * *
Relationship with co-workers	.172(.129)	2.174 *

* P<.05, ** P<.01, *** P<.001

The meaning of this analysis of preceding studies is that the better the human relationship, the higher the job satisfaction of the nursing teacher, and that human relationships at work not only have a huge impact on job satisfaction but are also sources of productivity and factors that determine the quality of work and the happiness index.

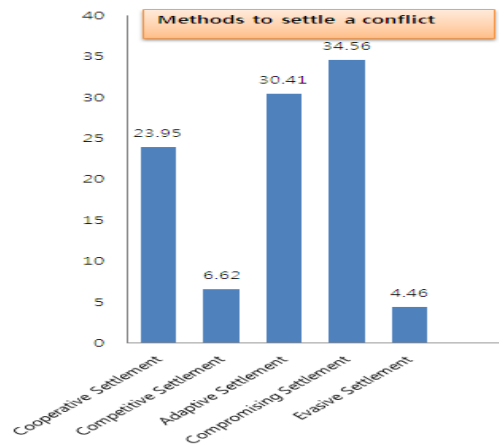
Choi Wooseong & Kim Hyeyoung (2010) analyzed how the informal relationships of hotel employees had an effect on job satisfaction and success. For each grade, they selected 13 hotels and distributed 10 copies of surveys. Of the 260 copies distributed, 241 of them were collected and analyzed. The result was that the higher the informal relationships were perceived, the higher the job satisfaction and the effect on success.

(Table 2) Regression Analysis Results of Informal Relationships and Career Satisfaction

sample	non-standardized coefficient		standardized coefficient	T	P-value	VIF
	B	standard error	β			
constant	1.404	.161		8.706	.000	1,000
informal relationships	.546	.046	.564	12.007	.000	
dependent variable: job satisfaction, $R^2=.318$, revised R squared $R^2=.316$, $F=144.168$, significance level=.000						

As presented in Table 2, Choi Wooseong & Kim Hyeyoung (2010) shows that informal relationships had a positive effect on job satisfaction and the t value for the regression coefficient of informal relationships was 12.007 and significant at a level of $p < 0.001$. This indicates that informal relationships had a high effect[4].

Kim Jongsoo(2007) studied and analyzed the factors of conflict in human relationship within administrative organizations and measures to resolve them. He used convenience sampling of public officers working in the Seoul Metropolitan area and conducted individual interviews. The number of samples that were practically used were 328. The analysis show that for causes of conflict, interpersonal conflict (2.68), organizational conflict (2.96%), personal conflict (3.04), status disharmony conflict (3.10) and communication conflict (3.23) were the most frequent in descending order. The analysis on conflict resolution methods are as seen in Fig 1[5].



[Fig. 1] Conflict Resolution Methods

Based on the analyses of preceding studies on human relationships, this study seeks to identify the significance of human relationships, conflict factors, and factors that make mature relationships.

3. The importance of relationships

The Chinese character for person show an image of two people with their backs leaning against each other. This indicates symbolizes that no one can stand alone and the two people have to live in harmony. As can be seen in this Chinese character, everyone has to lean on someone else and support someone else. A study by a certain research center on “What most interests you now?” showed that the most frequent answer was their own health, followed by human relationships.

Carnegie who is known to have great authority on the subject of relationships emphasized its importance saying that 80% of success lies in relationships. Behind successful people are collaborators with whom he has a good relationship. They form relationships with co-workers, school friends, teachers and students, families and neighbors. A certain economic research center asked 527 Korean CEOs on “What was the most determinant intelligence factor in becoming CEO?”

Of 'inter-personal intelligence', 'self-control intelligence' and 'language intelligence' the top was 'inter-personal intelligence'. Compliments and criticism received by others, as well as emotions shared with others determine the quality of a relationship. Those with high 'inter-personal intelligence' manage these processes well while those who lack this skill hurt others, make the relationship difficult or make others turn away from them.

David Packard who started the company Hewlett Packard noted that "Meeting a nice person is a blessing. If you don't continue to maintain that relationship, it is as if you were not living up to that blessing[6]." The founder of Kaiser Steel, Henry Kaiser noted that "everyone is God's son and therefore if we keep in mind that everyone is important we can maintain good inter-personal relationships[7]." No matter how great a dream is, if one cannot maintain a good relationship, few people would participate in or cooperate in the dream. Good relationships help achieve dreams. Those who made history have a common trait of having had good relationships.

Purdue University studied the difference in annual salary between graduates with good grades and those with bad grades. The result was that the salary difference was a mere 200 dollars. It was a difference that was smaller than expected. But during the survey, something unexpected came up. There was a group that received 15% more in salary than the graduates with good grades. Their common trait was not grades but excellent inter-personal skills. Students with excellent interpersonal skills received 15% more in salary than those who didn't have such skills. They received a whopping 33% more than students with bad grades. The research team concluded that rather than grades, interpersonal relationships had a bigger effect on success. A good leader is someone who continuously works on maintaining good interpersonal relationships[8].

Meanwhile, Boston University tracked 450 children

aged 7 for 40 years and found out that the most important factor that affected success was first, the ability to get along well with others, second, an attitude to overcome challenge, and third, emotional control[9]. Carnegie Mellon University also conducted a study that showed that while intelligence or talent had a 15% impact on success, the remaining 85% could be explained by successful interpersonal relationships [10]. These two highlight the importance of relationships.

Reil Rounds, in his book 'A technology to have people', noted that "success is determined by who you are. If you want to rise to the top, win people over[11]." This quote shows that success is determined by relationships. If you want to succeed, first you need to succeed in interpersonal relationships. In the end, those who win over people win the game.

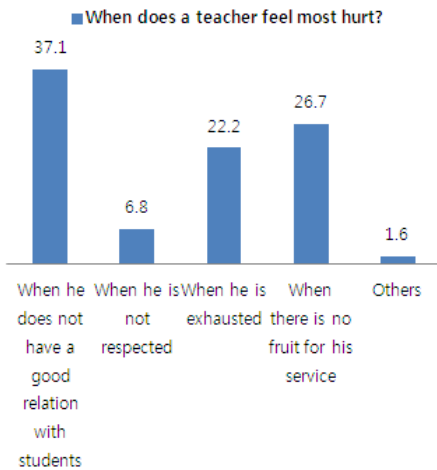
Saint Exupery commented that "people are linked together through interconnectedness like a spider web or a net. Such human relationships are the only question[12]." Only when you have good relationships can you succeed. There are a lot more people who do not have good relationships than we think. Brain Tracy said that "in order for an organization to become successful, it relies 90% on the relationship between the leader and the organization members." The Institute of Human of Carnegie Mellon University analyzed the causes of failure among 10,000 people and proved that while only 7% failed because of a lack of expert knowledge, 93% had failed due to relationships[13]. As the results of the above studies show, the characteristics of successful people have a commonality that they had good relationships. Therefore, we need to value all relationships and have an attitude and habit that appreciate relationships. Because that is what determines success or failure.

This researcher, in order to investigate the importance of relationships, sent a questionnaire on relationships to 1000 teachers to church-associated schools across the country from September 21 to September 27, 2012 and received responses from 634

people through phone interviews or in-person interviews. The questionnaire asked, “If a church-associated school teacher is feeling hurt, what is the reason?” The responses to this question were as shown in Table 3 (Fig.2).

<Table 3> The Reason is that Most Hurts the Church School Teachers

Question	Frequency	%
① When having a conflict in relationships	235 persons	37.1
② When there is lack of respect	43 persons	6.6
③ Exhaustion	141 persons	22.2
④ When no results are shown for missionary efforts	169 persons	26.7
⑤ Others	10 persons	1.6



[Fig. 2] The Reason is that Most Hurts the Church School Teachers

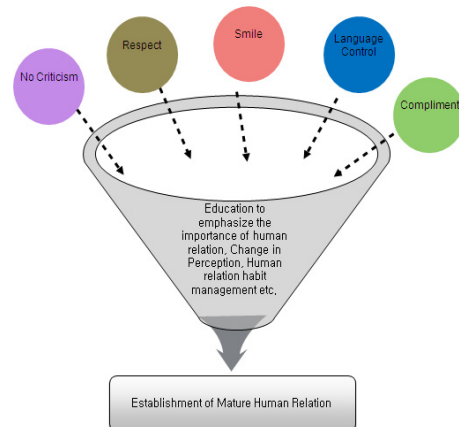
According to the survey this researcher conducted, the top reason teachers of church schools felt hurt was ‘relationships’ with students, co-workers and students’ teachers. This was followed by other reasons as seen in Table 3 (Fig.2). What this finding means is that the

reason teachers feel hurt is closely related to relationships, and although they were not directly asked, we can extrapolate that there would be a correlation between relationships and happiness, too.

Everyone wants to become someone who leaves a good impression, someone who is attractive and gives a good feeling to others. But not everyone manages a mature relationship. This is because they do not know the components of relationships or improvement measures. Therefore the researcher would like to suggest the quintessential factors required for a mature relationship and a model for improving relationships.

4. Factors of a mature relationship and measures for improvement

The results of preceding studies and that of this researcher’s survey will guide us in identifying the factors for improving relationships and how much influence each factor has. Through these factors, I would like to provide a measure for improving relationships. In particular, I would like to provide a list of factors and a model for improving relationships.



[Fig. 3] The Important Factors and Improvement Method for Mature Relationship

4.1 Respect

〈Table 4〉 'Respect' as a Factor for Improving Adult Relationships

Name	Content (source)
Dale Carnegie	"People mostly consider themselves as very important existence and believe they are better than others in some points. Thus, a true and deep hearted compliment may strongly seize a mind of the other party[14]."
Emerson	"All people I meet are better than me in some points. I learn it from them[15]."
Henry Ford	"The only way to make a success is an ability to understand other people's idea and see the things simultaneously in both his and the other party's position[16]."
Suzienzuin	"In order to receive a respect from others, I need to first respect others. Respect is not a one-way street but a two-way street based on interactive exchange. Respect towards each other is the basis for nurturing our lives[17]."
Joe Girard	"Wherever he goes, to respect and concern about others truly are the key to be the worldwide sales champion[18]."
New Testament	"Do to others as you would have them do to you."(Luke 6:31,NIV)

This researcher assesses that among the factors for improving relationships, 'respect' takes a big part and also has a big effect on the other person. In conclusion, 'the principle of respect' is that I need to respect the other person first in order to receive respect from him and that we reap as we sow. If we treat others with respect we can maintain a mature relationship.

4.2 No criticism or accusation

〈Table 5〉 'Respect' as a Factor for Improving Adult Relationships

Name	Content (source)
B.F Skinner	"It was proved through the animal test that the compensation for a good act shall be learned much more effectively than the punishment for a bad act[19]."
Shelly	"We are afraid of criticism as much as we want compliment[20]."
Benjamin Franklin	A key to make a success is "I never point out demerit of others but only compliment for their merit[21]."
Dale Carnegie,	"A mature leader acknowledges that he also took the mistakes others do. Saying about your mistake first shall strengthen the human relation each other and easily correct the mistake of the other party[22]."

This researcher believes that in order to maintain a mature relationship, we need to abstain from criticism or accusations and turn more towards compliments. This would increase the likelihood of success. Modestly admitting one's own mistakes has the power of influencing the other person and therefore it would have a significant effect on the formation of interpersonal relationships. Therefore, for a mature relationship, it is desirable to abstain from criticism or accusations.

4.3 Compliments

〈Table 6〉 'Respect' as a Factor for Improving Adult Relationships

Name	Content (source)
Andrew Matthews	"People would like to gain recognition from others. If you compliment him whenever available, you will have a return form it[23]."
Choi Gwangseon	"compliments meet the desire of people to be recognized by others and the desire of self-respect, which is one of the most basic desires of a human being[24]."
Jes Rare	"Compliment is same like sunshine which warms the soul of human being. The soul of people does not grow or flower without compliment. However, most of people just blow a cold wind of criticism and are very stingy about giving a warm sunshine of compliment to others who live together with us[25]."
Washington	"You should not underestimate or excessively compliment the other party[26]."
Greeks	There is a warning that "Even if you would hurt your nose, do not get tempted by the scent of superficial compliments[27]."
Goethe	"To compliment others is not to lower oneself but to bring the other person to the same level as oneself[28]."
The power of compliments and the results of its influence	"An experiment was conducted on 24 psychology students enrolled in Hollinse College to see if compliments could change the fashion of female students in other departments. With the start of the experiment, students started complimenting female students wearing blue. As a result, female students wearing blue increased from 25% to 38%. Then they started complimenting female students wearing red. As a result, female students wearing red increased from 11% to 22%, two-fold[29]."

This researcher believes that in order to improve relationships, compliments are needed and that we need to develop a habit of giving compliments. This is because while everyone knows the benefits and power of compliments, not everyone compliments others. But when we compliment others, we bring the other person automatically up to the level of ours.

4.4 Smile

(Table 7) 'Respect' as a Factor for Improving Adult Relationships

Name	Content (source)
Dale Carnegie	They defines smile as "the most beautiful art which human being could express[30]."
McNeil	"People who has a smile on the face may make a success in business and education quite easily than those having the face muscle tensioned[31]."
Sujienzuin	Describes the benefits and power of smiles as follows. "The first is that a smile facilitates success. A smile brings in success. Secondly, a smile is a driving force for positive change in life. Thirdly, those who smile are easy to get to know." "No matter what the situation, keep smiling. A smile is the best courtesy. A mile is the symbol of confidence. Laugh with passion." But he also emphasizes that "when one needs to be serious, act seriously[32]."
JamesMac onaldo	"People who can make a smile may easily make a success in business, education or sales and also bring up the child much more happily[33]."
William Adams	"People feel pleasant due to a smile but they don't smile because they feel pleasant[34]."
Kim Hongsik	"A smile is a special miracle drug that moves people's hearts. Those who cannot smile, even if they are doctors or Ph.D, will not be able to become a good person. No matter how ugly you are, a smiling face can make the other person at ease and happy[35]."

Therefore the researcher believes that a smile is one of the essential factors for improving relationships. Not only does a smile make the other person feel more comfortable but it is also one of the most powerful keys to opening up the other person's heart. A smile is the face of the person, an invitation and capital. This is a behavioral strategy that anyone who is about to embark on a relationship should abide by.

4.5 Language management

(Table 8) 'Respect' as a Factor for Improving Adult Relationships

Name	Content (source)
Kim Dalguk	"If you monopolize speech, you create more enemies and if you don't speak too much you increase happiness[36]."
Sujienzuin	"Even a simple phrase, when perfectly appropriate to the situation, is like laying a golden apple on a silver tray." Just like this saying, one should pick what to say according to the situation and when speaking, should pay attention to the other person's response. As the old saying goes, "If you can't compliment the other person, it's better not to speak at all." Therefore if possible, it is better to listen to what others say and if you have something to say then express it proactively to leave no misunderstandings[37]."

Therefore the researcher believes that language management is important to improve relationships. All relationships start with and end with language. In the teachings of Hebrew, there is an expression that says if you don't manage your tongue well it can hurt the other person and leave a scar, and sometimes can amount to murder. As such, the tongue is like an arrow.

Once shot, an arrow cannot be retrieved and it is the same with words. Therefore in order to form a mature relationship, a good language habit and awareness of the power of words should be kept in mind.

5. Conclusion

This paper is a study on the essential factors for a mature relationship and measures for improvement. It is also about relationships with people that we are bound to meet and cross paths with throughout our lives. The meaning and necessity of human relationships were investigated by preceding studies and literature. More specific case examples and the findings of this researcher's survey were used to identify how relationships affected job satisfaction, job

success, conflicts and how they could be resolved.

The investigation and analysis of the above-mentioned literature were used as a basis for the researcher's survey on church school teachers and their relationships. The findings of the survey suggest the following as essential factors and measures for improving relationships. First, respect the other person. Second, do not accuse or criticize the other person. Third, compliment the other person. Fourth, treat others with a bright smile. Fifth manage your language well. But what is a more important finding in this paper is that in order to improve relationships, the five factors mentioned above need to be balanced. Meanwhile, there are many other factors besides the factors identified in this study and the model suggested that would have implications for relationships.

The researcher hopes that this study would provide a good starting point for further follow-up studies on this subject.

ACKNOWLEDGMENTS

This research is supported by Baekseok University.

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