

전자상거래 조직의 인적요소

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요약

사람들의 행동양식은 커뮤니케이션과 의사결정을 하게하고 관리자들의 리드하는 방식, 갈등과 스트레스를 관리하는 분야에 영향을 준다. 그리고 이것들은 문화적으로 통제하기도 하고 조직의 궁극적 효과에 영향을 준다. 기술이 조직의 의사소통을 변화시켰듯이 의사결정도 변화시킨다. 또한 원격의사소통을 제공하는 직원들에게 발생하는 스트레스와 대항하게 도울 수 있다. 본 연구에서는 전자상거래 조직 내에서 필수적인 요소인 팀, 커뮤니케이션, 의사결정, 리더십, 스트레스에 대하여 탐구한다. 의사결정이 합법적이라도 윤리적인 면에서 기업의 사회적 책임을 지적한다.

Interpersonal Processes in e-commerce organizations

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ABSTRACT

The way people behave in terms, the way they communicate and make decisions, the way managers lead, and the way conflict and stress are handled all contribute to the cultural and ultimate effectiveness of the organization. Technologies have changed the way organizations communicate, as well as the way decisions are made. It has also helped combat stress, for instance, by offering employees the option of telecommuting. This research studied on core value in e-commerce organizations. these are team, communication, decision making, leadership, and stress. Not that it's illegal, but it's just so gray and borderline.

Key Words : teams, communication, decision making, leadership, stress

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I. Preface

The way people interact with each other in an e-commerce organization can affect whether or not the organization becomes a success. The way they behave in teams, the way they communicate and make decisions, the way managers lead, and the way conflict and stress are handled all contribute to the culture and ultimate effectiveness of the organization.

II. Core elements

2.1 Teams

Many To get a board perspective, many organizations today rely on teams to accomplish a variety of tasks, from developing new products to shipping them out the door. Although technology has changed the way a team might approach a problem or increased a team's capabilities, it hasn't changed the way a team functions as a group of interacting individuals. In fact, experts warn that organizations that are too quick to apply technology to team processes may find their teams floundering because people are focused on the technology itself rather than on the problem they are trying to solve. Managers who are considering applying new technology to their teamwork should make sure that they outline the team's or purpose before researching the technology.

If a team has been assigned to identify ways to improve customer satisfaction, for example, that goal should be made clear before team members and leaders discuss whether or not installing new

technology, such as an intranet or desktop video conferencing, is necessary. An intranet is an international corporate communications network that uses Internet technology. Intranets are used for collaborative work, as well as a central communications hub for company events and specialized applications such as an online tool for employees to check and choose their benefits. Managers must also determine who will use the technology, and how. If only a few team members will actively use an intranet, it would make more sense to find other, less costly avenues of communications.

Organizations are also implementing extracts to link themselves with customer's and suppliers. Extranets are corporate communications networks that use internet technology to link an organization with selected outside entities, such as customers, suppliers, or partners. Extranets can be used for customer and supplier orders or information. If approached sensibly, technology such as e-mail, intranets and extranets, video conferencing, palm computers, and the Internet itself can greatly increase a team's capabilities and ultimate performance by allowing team members, wherever they are, to communicate and exchange information. One type of team, often referred to as a virtual team, works entirely through telecommunications and other information technology to achieve team goals.

Even with the cautions regarding technology's use, it can be an incredibly effective avenue to speed teamwork. A few years ago, Phil Cullin, vice president of quality for PeopleSoft, which develops powerful computer applications for companies such as AT&T, Boeing, and Toyota, realized that he

needed to explore whether his organization could speed up the delivery of its People Soft 7 software product. He formed a task force of employees with the skills to identify potential trouble spots and solutions. Using Web-base tools and the team was able to forecast the impact of an earlier release of the product[1].

Managers often turn to teams when they want or need to apply different points of view, a variety of ideas, or a range of skills to a problem. The trend now is to decentralize operations, to build idea factories, or idea markets, says Clayton Christensen, a professor at Havard Business School. This is a way to bring the start-up mentality inside the larger group[2].

2.2 Communications

Technology has changed the way organizations communicate with their internal and external environments. written, oral, and nonverbal communication channels still exist, but technology has broadened their scope. For instance, e-mail can be considered written communication, but the speed at which it is delivered anywhere in the world alters some of its traditional characteristics degree of formality in writing, and number of parties involved in communication. As we've seen, intranets, extranets, and the Internet allow widespread communication within and outside the organization, and company Web sites allow open access to all kinds of organizational information. Technology also allows communication to flow in all directions, not just from the top of the organization down or from the bottom up. As a result, more people within an organization and sometimes outside it have access to

more information. Anderson & Associates is one organization that believes in open communication throughout the company, and it uses technology to accomplish it.

2.3 Decision Making

Decision Making in e-commerce organizations is subject to most of the same criteria as for traditional organizations. Managers do their best to make rational decisions, using whatever tools are available to them.

2.3.1 The Decision Environment

The environment in which decisions are made by e-commerce organizations is risky at best.

Managers may be able to identify their goals and some possible outcomes of a decision, but the actual outcomes are often difficult to predict. Often, decisions are subject to rapid changes in technology as well. Organizations that want to remain competitive in e-commerce are willing to meet the challenge and take what steps they can to reduce risk in decision making.

Consider the important decision of what to name a new company. Selecting the right name requires creative thinking. The name must reflect what the organization does and for whom. It might even incorporate a geographical area, such as Northeast Construction or California Grape Grows Association. But naming a company gets even more complicated for those who are starting up a Web-based business, because the domain name must be registered and an Internet company's address is its very lifeline to the public. Literally millions of domains and dot.com addresses have been spoken for in just the past few

years. "We are simply running out," says Paul Parkin, creative director at Interbrand, a brand-consulting firm[3].

2.3.2 Technology and Decision Making

E-commerce Organizations have a great deal more technology available to them today to aid in decision making than they did not only a few years ago. Access to the Internet, intranets and extranets, databases and data analysis programs, and customized decision support systems all help the process of decision making. Many of the original data analysis software products have been developed expressly for the Web. With these products, managers can now determine which data, reports, and graphs will be most helpful to them. Small business owners with some Internet savvy don't need to hire big consultants. "We've found that any business user with a proficiency in Microsoft Excel can learn to formulate queries using Hyperion Essbase," remarks Jack Heilpern, director of cost and profitability analysis for Sea-Land Service, a cargo container shipper. "Regional managers can formulate their own queries to learn exactly how much it's costing them to move empty containers from one location to another[4].

Internet has also made it easier for managers to transmit the results of their data analysis to do-workers or clients anywhere in the world. Aetna U.S. Healthcare's affiliates, U.S. Quality Algorithms, uses a program called Managed Care Monitor that they built on one of Seagate Software's products to track sixty-five acute and chronic illness. The Program helps member physicians deliver preventive care and medicine to targeted patients,

thus minimizing the amount of acute care they might otherwise require[5].

2.3.3 Making Ethical Decision

As technology gives more people more access to more information, members of e-commerce organizations are faced with ethical decisions in some new situations that involve technology. According to a survey sponsored by the American Society of Chartered life Underwriters and Chartered Financial Consultants, and the Ethics Officer Association, 45 percent of workers admit they have committed at least one unethical action during company computers personal shopping on the Internet; others are more serious, such as accessing private computer files without permission; still others could cause catastrophes, such as deliberately sabotaging the company's data[6].

Organizations have responded to ethical misdeeds by monitoring employees' voice mail, computer e-mail, Internet access, even individual strokes on the keyboard through the use of special monitoring software, a practice which itself raises ethical questions. However, besides monitoring, which is a reactive response, an organization's culture can work proactively to influence the use of ethical decisions throughout the company. If an organization's management makes clear that a high standard of ethics is not only valued but expected of all employees, and if ethical behavior is recognized and rewarded in appropriate ways, then employees will be more likely to adhere to ethical policies. In addition, if an organization has taken steps to develop commitment among its workforce, the workforce is more likely to act ethically toward the

organization. But if management is making unethical decisions, then it becomes evident to employees that the culture will tolerate unethical activities. For instance, Priceline.com reportedly counts as its "sales" the full price of all the hotel rooms and plane tickets that its customers buy, even though most of the money actually goes to the airline or hotel. In contrast, most ticket agencies count only their take of a sale as "sales." Obviously, there is a big difference between the two figures, one that investors and others would want made clear. The Federal Securities Exchange Commission (SEC) has not curtailed Priceline's activities, but a chief investment officer at a money management firm says, "Not that it's illegal; it's just so gray and borderline." [7] The SEC continues to investigate the way a number of Internet companies are conducting their business activities however, it is an organization's responsibility to promote ethical decision making from within.

2.4 Leadership

Leaders of e-commerce organizations, particularly Internet start-ups, are often portrayed as imaginative, forceful, charismatic, driven-even a little wacky. above all, they are usually seen as visionary. In a way, they have to be; they have been forced into a maverick position, and many of them seem to thrive on it. When Jeff Bezos was named Time magazine's 1999 Person of the Year, his face appeared on the cover as if his head had been stuffed into a packing box with peanuts and some books. A series of photos throughout the article show him swinging through a faux jungle from a power cord, padding down a river clearly meant to be the Amazon, and strapped inside

an amusement park ride [8]. Clearly, he intends to represent a new style of leader for a new type of company.

Other leaders of e-commerce organizations do not maintain such a high profile, but they offer their suggestions and observations for effective leadership:

- "With all the change going on, one of my most important jobs is keeping the company forced on our core values and on the business that we want to exploit," says Meg Whitman, president and CEO of eBay on line auctions.

- "Leaders today must be evangelists for changing the system-not for preserving it," observes Jonathan Bulkeley, CEO of barnsandnoble.com

- "The best leaders carry a mental map of the industry, of opportunities, and of discontinuities-and they check that map constantly," notes Ruthann Quindlen, a partner at Institutional Venture Partners.

Each of these leaders understands the challenges faced by commerce organizations, including the necessity of creating followership and empowerment among employees, as well as the importance of responding quickly to changing circumstances [9].

2.5 Managing Stress

Stress undermines the productivity of workers and the effectiveness of organizations. Sources of stress in e-commerce organizations may be the amount of work, long hours, the rapid pace of technological change, the relentless focus on growth, the demand for shorter product cycles, and time spent away from family. Specifically, a study by the International Labor Organization revealed that

Americans worked an average of 1,996 hours in 1997, eighty-three more hours than were recorded in 1980. This was the highest number of working hours in all the industrialized nations[10]. However, American productivity during the same period has lagged behind countries whose workers work far fewer hours.

2.5.1 Consequences of Stress

The consequences of work-related stress, both to individuals and to organizations, are well documented. <table 1.> shows the result of a survey of 3,000 workers conducted by the Families and Work Institute. From the results of this and other studies, it is evident that stress has become a daily challenge to workers in today's economy. Some experts estimate that job stress costs employers more than \$200 billion each year in absenteeism, Lateness, decreased productivity, low morale, and high turn over. Jim Osterhaus, who researches stress and emotional balance for The Armstrong Group, notes some of the common effects of stress on organizations:

- 18 percent of workers aren't performing up to their full potential.
- 15 percent of workers abuse alcohol and/or drugs.
- Companies spend as much as 25 percent of their after-tax profits on medical bills for employees[11].

Stressed-out employees are more apt to take unscheduled days off. One survey found that unscheduled absences tripled from 6 percent in 1995 to 19 percent in 1999. In dollars, unscheduled

absences account for \$602 lost per employee each year. Only five years ago, people who called in sick usually were sick, says Nancy Kaylor, a human resources analyst for CCH, which conducted the study. Now people cite stress or fatigue as the main reason for sick time. "This should send a wake up call to managers and supervisors," warns Kaylor[12].

표 1. 설문 조사 응답

Table 1. Responses of a survey of 3,000 workers

36%	often or very often felt "used up" by the end of a work day
28%	Did not have any energy left over to do things with family and friends
26%	Felt emotionally drained by their work
25%	Felt nervous or stressed

source: Data from Louisa Wah, "The Emotional Tightrope," Management Review, January 2000, pp.38-43.

2.5.2 Antidotes to Stress

Although these studies appears to paint a grim portrait of the workplace in the new economy, the future does not have to be as bleak. Organizations can taking steps to combat stress among their employees. According to the 199 annual benefits survey conducted by the Society for Human Resource Management, companies have increased their commitment to programs designed to help employees reduce stress and stay physically and mentally healthy. Sixty-six percent provide employee assistance programs, 56 percent have wellness programs, and 21 percent offer specific stress-reduction programs[13]. Companies also are developing flexible work schedules and telecommuting options so that parents can be home

for children or seniors who need their attention. Eddie Bauer provides "balance days"-days off to help employees balance work and home needs. Arrow Electronics gives employees who have been with the company seven years or more the option of a 10-week paid sabbaticals. During the first six years of the program, 1,400 out of 6,800 employees took sabbaticals. Jean Sheng notes, "It's been a very motivating program. They come back all renewed, energized. People come back and don't feel tired anymore." Sheng adds that Arrow's work teams have increased their morale and productivity[14].

While they are caring for their employees, managers, need to remember that they are vulnerable to stress as well. Some experts recommend that organizations recruit a professional counselor or medical adviser to take the role of confidante for employees instead of saddling managers are vulnerable not only to stresses from their own jobs but also to their employees' stresses.

III. Conclusion

A learning organization must be able to help its members overcome resistance to changes that will benefit them and the organization in the long run. Effective leadership is essential in this process exactly, e-commerce organization too. It is important for organizations to make the connection between the well-being of their employees and the bottom line. Emotional, physical, and mental balance is very important, because human beings function better in balance. When you are out of balance, you get discard and lack of clarity.

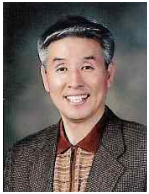
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