The Effect of Rapport Formation on Conflict Resolution and Job Commitment in Public Organizations

Sang-Baek Han[1], Soo-Yong Park[2] and Dong-Hyung Lee[3]*

[1,3]Department of Industrial & Management Engineering, Hanbat National University, 125 Dongseodae-ro, Yuseong-gu, Daejeon, Korea
[2]Department of Convergence Technology, Hanbat National University, 125 Dongseodae-ro, Yuseong-gu, Daejeon, Korea
Corresponding Author: Dong-Hyung Lee

ABSTRACT

Recently, in our society, as the MZ generation in their 20s and 30s enters society, changes are occurring in their values and career views that are different from those of the older generation. In order to harmonize with the MZ generation, whose mindset, work patterns, communication methods, and values are completely different from the older generation, some companies are making efforts to improve work productivity by abolishing ranks and forming a horizontal and flexible organizational culture. However, in public institutions with a vertical and conservative organizational culture structure of top-down, things that impede organizational efficiency, such as human rights violations and turnover due to conflicts between the older generation and the MZ generation, frequently occur. Accordingly, this study attempted to analyze the impact of rapport between members on conflict resolution and job commitment in order to resolve intergenerational conflicts occurring in public institutions and suggest ways to improve organizational commitment. As a result of the study, mutual trust relationship rapport in public organizations was found to have no effect on generational conflict, work conflict, emotional commitment, and continuous commitment, but facilitative relationship rapport was positively significant on emotional commitment and continuous commitment. This shows that it is necessary to activate facilitative relationship rapport in order to resolve generational conflicts that cause work conflicts among members. Therefore, if public institutions strengthen rapport among members through continuous rapport formation programs and legal compliance education and training to activate facilitative relationship rapport and develop and manage evaluation indicators, it is expected that members' job immersion and work performance can be increased.

Keywords: MZ generation, Rapport, conflicts, Job commitment, Organizational culture

1. INTRODUCTION

During the short economic development period, our society is facing various social problems as the background of growth of each generation has changed significantly due to changes in the social environment, resulting in many differences in values and occupational views. These rapid social changes accelerated the 30-year cycle to the 15-year cycle, and the so-called Millennials (M), Generation X, and Generation Z played pivotal roles in economic society and organization. In particular, as Generation Z, a digital native born between 1995 and early 2000, entered society, the number of legal disputes and turnover rates caused by organizational conflicts in companies, public organizations, and social organizations are increasing significantly. To solve this problem, some large companies are attempting to abolish their positions and create a horizontal and flexible organizational culture, but conflicts among members still occur frequently in the upper and lower order system and vertical and conservative public organizations.

According to a survey by the Public Officials Pension Service, 75.5% of people in their 20s and 30s find it difficult to form a mutually reliable relationship between individuals, and the turnover rate of civil

servants (18-35 years old) reached 5,961 (21%) in 2020. (Hyun and Eun, 2022). In addition, in the 2021 parliamentary audit, 60% of retirees from public institutions under the Ministry of Strategy and Finance over the past five years and 20% of new employees in the third year (Hyun and Eun, 2022).

Until now, research related to rapport has been actively conducted in areas such as psychotherapy and patient treatment, education (counseling), service, and sales marketing, but it is difficult to find studies on public organizations.

2. LITERATURE REVIEW

3. 2.1 Status of Public Institutions and Conflict Case Handling

As shown in Table 1, the number of public institutions designated by the Ministry of Strategy and Finance was 347 as of 2023, and the number of local government public enterprises was 1,261 as of the end of 2022.

Table 1: Status of Public Institutions

Division		Number of Public Organizations	Remarks
Ministry of Strategy and Finance	Public Enterprises	32	As of 2023
	Quasi-Governmental Institutions	55	
	other public agencies accounted	260	
	Sub Total	347	
local government	local government public enterprises	411	As of 2022
	Local investment, contributing institutions	850	
	Sub Total	1,261	
Source: ALIO Public Institution Management Information Disclosure System			

Looking at the personnel status by type of public institution as of June 2023, as shown in Fig. 1, there are a total of 435,988 people: 15% are public enterprises (market type), 19% are public enterprises (market type), 7% are quasi-governmental institutions (fund management type), 20% are quasi-government institutions (consignment execution type), and other public agencies accounted for 39%.
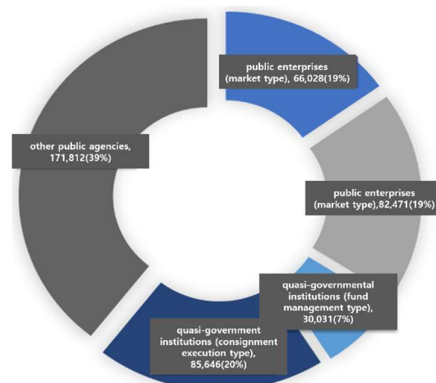
Source: ALIO Public Institution Management Information Disclosure System
Figure 1: Personnel status by type of public institution (as of June 2023)

In addition, new recruitment of public institutions has repeatedly increased and decreased every year, but the target of recruitment is Generation Z, which is called the new generation. As a result, conflicts with baby boomers, X generation, or millennial generation with different values, ideologies, philosophies, and perspectives are becoming an inevitable reality.

Table 2: Case processing status as of the end of 2022

Division		Total	Invasion	Discrimination	Other	Unclassified
Receive(A)		10,572	8,416	2,027	69	60
Processing	Total(B)	10,346	7,688	2,593	65	-

details	Investigation request	1	1	-	-	-
	Adjustment	-	-	-	-	-
	Recommendation	606	412	194	-	-
	Accusation	-	-	-	-	-
	Disciplinary recommendation	2	2	-	-	-
	Legal aid request	-	-	-	-	-
	Conclusion of an agreement	48	29	19	-	-
	Resolution during investigation	652	383	264	5	-
	Turndown	5,259	4,146	1,056	57	-
	Transferring	44	34	9	1	-
	Dismissal	3,663	2,626	1,035	2	-
	Suspension of investigation	71	55	16	-	-
Processing Rate (%)	(B/A)	97.9	91.3	127.9	94.2	
Source: National Human Rights Commission of Korea www.humanrights.go.kr						

Meanwhile, according to the current status of conflict cases handled by the Anti-Corruption and Civil Rights Commission as of the end of 2022, 8,416 infringements, 2.027 discrimination, 69 other cases, and 60 unclassified cases were found to be 10,572 cases, 542 more than the previous year's 10,029 cases. According to the details of the process, conflicts caused by infringement or discrimination due to lack of human rights sensitivity and gender sensitivity among members accounted for 98.7%.

2.2 Terminology Description

2.2.1 Rapport

Rapport is a psychological term derived from French that refers to the relationship of mutual trust between people is derived from the verb "raporter," which means "force" or "command." In modern times, it refers to a mutual relationship in which people can talk openly or understand anything in the same sense as "relationship" or "convergence," or understand emotionally and rationally enough to talk. In other words, Rapport is the most important characteristic of unconscious human relationship interaction and can be defined as a complementary relationship that fills the shortcomings of members in an organization or an interdependent relationship that helps each other.

To form this rapport, the following are important: 1) first impressions of interpersonal relationships, 2) proper reactions to what the other person says, 3) one interest or commonality, 4) sharing experiences or hobbies with the other, and 5) a mirror effect of laughing together when the other person laughs.

In this study, the mutual trust relationship rapport and the facilitated human relationship rapport were measured as the measurement variables of rapport. A mutual trust relationship refers to a mutual trust or trust relationship between two objects or groups. Therefore, mutual trust relationships require trust and trust creation, respect and understanding, open communication, joint goals and cooperation, stability and continuity. Facilitating human relationships refer to listening to the other person for the development of human relationships, feeling homogeneous through hobbies or clubs, and focusing on common interests.

2.2.2 Conflict

Conflict is a phenomenon that indicates a mismatch or collision with a person or group in a certain situation. Conflicts can occur in various forms and can mainly arise from conflicting factors in opinions, values, goals, and interests. Conflict is said to go through a series of steps: latent conflict, perceived conflict, felt conflict, manifest conflict, conflict aftermath (Bo-Sung, 2021; Moon-Sun & Gi-Mok, 2021; Sang-Gyu et al., 2020).

This study aims to focus on generational conflicts arising from values, culture, and economic interests between different generations that are becoming an issue these days. Generational conflict can also be expressed as a major factor that affects work conflict, or as a disagreement, goal conflict, or emotional conflict within the organization. Conflict phenomena can negatively affect collaborative relationships and productivity within an organization.

2.2.3 Job Commitment

Job commitment refers to a state in which an individual shows high interest and commitment to his or her job or work. In other words, it indicates the degree to which they devote themselves to their work with passion and interest in their jobs, generate performance, and strive to achieve their organizational goals. It is divided into emotional immersion and continuous immersion, and these immersion factors can have a positive effect on an individual's work attitude and work performance.

Emotional immersion mainly refers to a state in which works of art or stories are deeply immersed in people's emotions and emotional states. This refers to the experience of people being immersed in the world of the work or the situation of the story and sharing their emotions and emotional states with the character or situation of the work. Continuous immersion is a form of immersion that thinks of rewards and hopes to remain in the organization, and requires a very concentrated state. Therefore, it is important to set goals and strive to achieve them because they help achieve results or achieve high levels of performance. In addition, it can be helpful to maintain concentration and minimize obstacles by creating the surrounding environment.

2.3 Review of Existing Research

Gremler & Gwinner (2000) an early researcher on rapport, classified rapport formation into "pleasant relationship" and "personal bond," while Sung-Ku et al. (2010) suggested "pleasant relationship" and "personal bond" between doctors and patients as rapport components in the medical service field. Moon-Sun & Gi-Mok (2021) said that very careful behavior, polite behavior, information sharing, and bonding behavior, which are components of service provider's rapport behavior in the service sector, have a positive (+) effect on rational empathy with service providers. Jong-Cheol & Tae-Sik (2011) said that Rapport has a strong influence not only on customer satisfaction but also on favorable word of mouth and customer loyalty.

Ji-In & Ho-Hyeon (2019) said that rapport affects the quality of the relationship as a service that can satisfy the desire of customers' expectations based on pleasant relationships and bonds between people. As such, in the service sector such as airlines and hotels, the formation of rapport with customers is closely linked to customer satisfaction and is recognized as an important factor in attracting or revisiting. Yu-Ho (2023) said that when he recognizes and is convinced that he respects himself by trying to listen to and understand his story, rapport is formed and can approach his opponent with an open mind. According to Sang-Moon (2017), the positive emotional expression or behavior shown by service workers to customers forms a rapport between customers and workers, and serves as a driving force in the overall service evaluation, serving as a key to the success of the service industry.

Drucker (1999) said, "Trust is knowing what to expect from that person." That is, "Trust is mutual understanding and a predictable state." Bo-Sung (2021) said that the efficiency of work is increased if efforts at the organizational level are premised so that consensus on experiences between various generations and mutual trust and communication can be well achieved in the organization. Nam et al. (2015) said that rapport, such as efforts for pleasant meetings, efforts for favorable relationships, and intimacy formation, increases the achievement of the organization's goals and pride in work.

Meanwhile, Hye-Soo (2020) said that rapport has recently attracted attention in industry and academia because it has a great impact on customer satisfaction, loyalty, and word of mouth by improving the friendly relationship between service providers and customers in the medical field. Hyang-Ok (2021) said that in the field of hair and beauty services, rapport formation has a statistically significant positive (+) effect on long-term transaction orientation, and that employees' professional service education and training help form rapport with customers.

Byung-Hee (2018) said that conflict is an extremely natural phenomenon that can be found in society and can cause frustration, psychological shock, and resistance for individuals, but in public organizations, it brings positive changes and potential benefits through conflict resolution strategies. Hyun-Joo (2021) said that conflicts arise when an individual is forced to engage in two or more conflicting tasks in the decision-making process and result from various forms of fighting over demands for values, power and limited resources. Robbins (1983) identified conflict as a series of stages in which conflict refers to inconsistent tendencies within an individual, that is, psychological dilemma, potential conflict, perceived conflict, felt conflict, and conflict outcome. Bartlett & Hyde (2005) stated that conflict is the level of attachment that one feels toward the organization that employs them. Young-Bong (2011) said that the role of a desirable organizational manager is paramount to increase organizational effectiveness, and a conflict management strategy is needed to narrow the gap between groups, departments, and individuals based on sufficient human and material resources and smooth communication.

Ryong (2012) said that decision-making participation and group satisfaction have a positive effect on job commitment. Hyun-Joo (2021) stated that organizational immersion increases as the competitive method is chosen, while organizational immersion decreases as the avoidance method is taken. Jung-Hee (2019) said, "In the process of performing tasks, organizational members are likely to cause conflicts due to communication disorders etc. caused by differences in perception between generations. It was said that this negatively affects individual job commitment and organizational effectiveness by causing anti-productive behavior at the individual and organizational levels. Woon-Yong & Hougyun (2012) stated that in order to enhance the competitiveness of public institutions, it is necessary to change the attitude of members, who are the minimum units that carry out the vision and mission of the organization, to have attachment to the organization and passion for work. As a result of reviewing previous studies, many studies on organizational immersion and conflict, and rapport have been conducted in the fields of social science, pedagogy, psychology, psychological counseling, and services. However, this study is worthwhile in that there have been no studies on rapport formation, conflict resolution, and job commitment for members of public organizations yet.

3. RESEARCH METHOD

3.1 Research Model Design

In this study, a research model was designed as shown in Figure 2 to understand the effects of independent variables such as mutual trust relationship rapport and facilitated human relationship rapport on dependent variables such as emotional immersion and continuous immersion through parameters of work conflict and generational conflict.
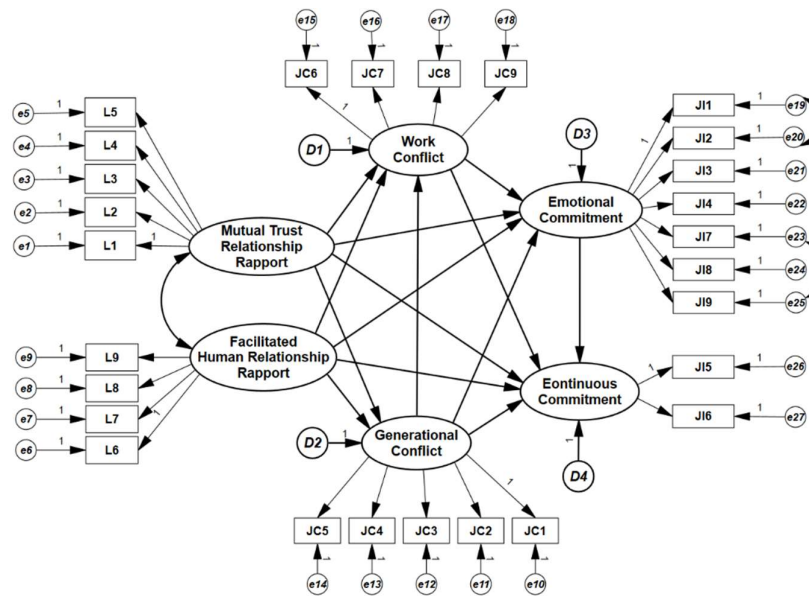

Figure 2: Research model

3.2 Hypothesis Setting

According to this research model, the research hypothesis was established as follows.

First, mutual trust relationship rapport will affect work conflict, generation conflict, and emotional and continuous commitment.

Second, facilitative human relation rapport will affect generational conflicts, work conflicts, emotional immersion, and continuous immersion.

Third, work conflict will affect generational conflict and emotional immersion and continuous immersion.

Fourth, generational conflict will affect work conflict, emotional commitment, and continuous commitment.

Fifth, emotional immersion will affect continuous immersion.

3.3 Composition of Measurement Questionnaire

The measurement questionnaire consisted of 27 questions, as shown in Table 3, with questions whose

validity and reliability were verified based on previous studies. In other words, rapport formation consisted of 5 questions of mutual trust, 4 questions of facilitative human relations, 5 questions of generational conflict, 4 questions of work conflict, 5 questions of emotional immersion, and 4 questions of continuous immersion, and the measurement method was designed on a Likert 5-point scale.

Table 3: Questionnaire contents

Variable name		Questionnaire number	Number of questions
Rapport formation	**Mutual trust relation**	**I. 1-5**	**5**
	Facilitative human relation	**I. 6-9**	**4**
Conflict	**Generational conflict**	**II. 1-5**	**5**
	Business conflict	**II. 6-9**	**4**
Organizational commitment	**Emotional immersion**	**III. 1-5**	**5**
	Continuous immersion	**III. 6-9**	**4**
Total			**27**

3.4 Data Collection and Analysis Method

As shown in Table 4, it was conducted for a total of 13 days from March 7, 2023 to March 24, 2023 for executives and employees working in public institutions, local public enterprises, and local governments announced by the government in 2023. A total of 255 questionnaires were distributed, and 211 copies, excluding invalid questionnaires, were used as valid samples for empirical analysis through AMOS 27.0.

Table 4: Population and Survey Sample Configuration

Division	Content
Subject of survey	**Executives and employees working in the government and public institutions (including local public institutions)**
Period of investigation	**2023.03.07~2023.03.24**
Survey Results	**Distribution questionnaire: 255 copies** **Recall Questionnaire: 211 copies** **Questionnaire applied to the analysis: 211 copies.**

4. THE RESULTS OF A STUDY

4.1 General Characteristics of Respondents

As shown in Table 5, the affiliated organization of 211 respondents were 30.8% of government agencies, 20.9% of public institutions, 2.3% of public enterprises, 16.1% of local government-invested/funded institutions, and 29.9% of others. In terms of regional characteristics, Daejeon, Sejong, Chungcheong 49.8%, Seoul, Gyeonggi, Incheon 25.1%, Gangwon, Jeju 11.8%, Gwangju, Jeonbuk, Jeonnam 7.6%, Daegu, Busan, Gyeongbuk and Gyeongnam 5.7% were followed by Gyeongnam 5.7%. The gender distribution was 64.9% male and 35.1% female, with 37.0% in their 40s, followed by 28.0% in their 30s, 19.0% in their 50s, 8.5% in their 60s, and 7.5% in their 20s. The positions were found to be 5.7 percent for researchers, 25.1 percent for advance payment, 25.1 percent for responsibility, 7.6 percent for senior level, 20.4 percent for team leaders, 8.5 percent for executives, and 7.6 percent for others.

Table 5: General characteristics of respondents

Division		Frequency	Response rate (%)
Affiliated organization	**Governmental institutions**	**65**	**30.8**
	Public institutions	**44**	**20.9**
	Public enterprise	**5**	**2.3**
	Local government investment/contribution organizations	**34**	**16.1**
	etc	**63**	**29.9**
Region	**Seoul, Gyeonggi, Incheon**	**53**	**25.1**
	Daejeon, Sejong, Chungcheong	**105**	**49.8**

	Gwangju, Jeonbuk, Jeonnam	16	7.6
	Daegu, Busan, Gyeongbuk, Gyeongnam	12	5.7
	Gangwon, Jeju	25	11.8
Gender	female	74	35.1
	male	137	64.9
Age	20's	16	7.5
	30's	59	28.0
	40's	78	37.0
	50's	40	19.0
	60's	18	8.5
Marital status	single	65	30.8
	married	146	69.2
Position	researcher	12	5.7
	assistant manager level	53	25.1
	responsibility level	53	25.1
	senior level	16	7.6
	team leader level	43	20.4
	executive	18	8.5
	etc.	16	7.6

4.2 Estimate Structural Regression Model Parameters

In order to verify the model suitability for the research model, as a result of evaluating the three validity (concept, composition, and law) of the model as shown in Table 6, all were found to be suitable.

Table 6: Structural regression model fit assessment (N=211)

Division	x^2	df	CFI	TLI	RMSEA
Value	473.844	307	.946	.938	.051

Next, as shown in Table 6, through structural regression analysis, parameter values between independent variables, mediating variables, and dependent variables were estimated, and significance was verified.

Table 7: Estimate parameters and verify statistical significance (n=211)

Division			Regression	Standardized Regression	S.E.	C.R.	P
facilitating relationships	→	generational conflict	-0.074	-0.074	0.163	-0.454	0.649
mutual trust relationship	→	generational conflict	-0.047	-0.046	0.166	-0.282	0.778
mutual trust relationship	→	business conflict	-0.039	-0.036	0.121	-0.32	0.749
facilitating relationships	→	business conflict	-0.211	-0.197	0.12	-1.76	0.078
generational conflict	→	business conflict	0.846	0.794	0.089	9.468	***
mutual trust relationship	→	emotional immersion	-0.003	-0.003	0.14	-0.024	0.981
mutual trust relationship	→	continuous immersion	0.003	0.002	0.236	0.012	0.991
facilitating relationships	→	emotional immersion	0.687	0.676	0.154	4.465	***
facilitating relationships	→	continuous immersion	0.517	0.344	0.24	2.15	***
business conflict	→	emotional immersion	0.154	0.162	0.151	1.022	0.307
generational conflict	→	continuous immersion	-0.36	-0.24	0.257	-1.404	0.16
business conflict	→	continuous immersion	0.273	0.194	0.256	1.069	0.285
generational conflict	→	emotional immersion	-0.251	-0.247	0.152	-1.649	0.099

4.3 Research Hypothesis Verification
4.3.1 Research Hypothesis 1 Verification

As shown in Table 8, the hypothesis that the mutual trust relationship rapport will affect the parameters of generational conflict, work conflict, and dependent variables, emotional immersion and continuous

immersion, was rejected. In other words, it suggests that the rapport formation of a mutual trust relationship in public institutions does not significantly affect conflict and immersion.

Table 8: Research Hypothesis 1 Verification

Path analysis	Standardized Regression	C.R.	P	Adoption status
mutual trust relationship → generational conflict	-0.046	-0.282	0.778	-
mutual trust relationship → business conflict	-0.036	-0.32	0.749	-
mutual trust relationship → emotional immersion	-0.003	-0.024	0.981	-
mutual trust relationship → continuous immersion	0.003	0.012	0.991	-

4.3.2 Research Hypothesis 2 Verification

As shown in Table 9, it was found that facilitated human relationships in public organizations did not affect generational conflicts and work conflicts. However, emotional immersion (0.676, p=0.000) and continuous immersion (0.344, p=0.000) were found to have a statistically significant positive (+) effect. In other words, it shows that it is very important to revitalize facilitated human relationships that have a positive effect on members' organizational commitment. On the other hand, it was found that facilitative human relation rapport had an effect on generational conflicts, work conflicts, emotional immersion, and continuous immersion.

Table 9: Research Hypothesis 2 Verification

Path analysis	Standardized Regression	C.R.	P	Adoption status
facilitating relationships → generational conflict	-0.074	-0.454	0.649	-
facilitating relationships → business conflict	-0.197	-1.76	0.078	-
facilitating relationships → emotional immersion	0.676	4.465	***	ok
facilitating relationships → continuous immersion	0.344	2.15	**	ok

4.3.3 Research Hypothesis 3 Verification

As shown in Table 10, generational conflict was found to have a positive (+) effect on work conflict (0.794, p=0.000), and it was found that it did not affect emotional immersion and continuous immersion. In other words, generational conflicts in public organizations are a factor in causing work conflicts, so rapport formation education programs and organizational conflict management measures are needed to minimize generational conflicts among members.

Table 10: Research Hypothesis 3 Verification

Path analysis	Standardized Regression	C.R.	P	Adoption status
generational conflict→ business conflict	0.794	9.468	***	ok
generational conflict→ emotional immersion	-0.24	-1.404	0.16	-
generational conflict→ continuous immersion	-0.247	-1.649	0.099	-

4.3.4 Research Hypothesis 4 Verification

As shown in Table 11, it was found that work conflict did not affect emotional immersion and continuous immersion, so the hypothesis was rejected.

Table 11: Research Hypothesis 4 Verification

Path analysis	Standardized Regression	C.R.	P	Adoption status
business conflict → emotional immersion	0.162	1.022	0.307	-
business conflict → continuous immersion	0.194	1.069	1.069	-

In summary, generational conflict was found to have a significant impact on work productivity and efficiency in public organizations, and the factor that can reduce generational conflict was proven to be facilitative human relation rapport. Therefore, in public organizations, it is necessary to activate facilitative human relation rapport between members and organizations to reduce conflicts and causes of turnover among members and further increase work productivity.

5. CONCLUSION

This study analyzed the effect of rapport formation on conflict resolution and job commitment for members working in domestic public institutions. The data collected through a total of 13 days of surveys for public institutions announced by the government from March 7, 2023 to March 24, 2023 were empirically analyzed through AMOS 27.0. The results are summarized as follows.

First, it was found that the mutual trust relationship had no significant impact on conflict factors and job commitment. This shows that unlike other organizations, mutual beliefs, traditional trust relationships, respect and understanding, open communication, and cooperation are not recognized as important.

Second, facilitative human relation rapport was found to have a statistically significant effect on emotional immersion and continuous immersion. This suggests that organizational culture is shifting to a personal socio-cultural structure that values personal taste and individuality rather than a collective socio-cultural relationship that pursues mutual trust and belief between individuals and groups. Therefore, efforts to improve organizational culture are needed in public institutions to revitalize facilitative human relation rapport.

Third, generational conflict was found to have the most significant effect on work conflict. This shows that differences in tendencies and values among members, conflicts, friction, and communication obstacles have a negative impact on work cooperation, goal realization, and work performance.

Fourth, on the contrary, it was found that work conflicts or generational conflicts did not have a significant impact on job commitment. This shows that the organizational culture is changing around individual-centered thinking and values of the younger generation.

Through these results, public organizations need to strengthen educational training based on promoting human relationship rapport formation programs suitable for the characteristics of organizational members, expanding emotional respect culture and forming consensus among new generations. In particular, improvements in communication methods that the new and old generations sympathize with, continuous interest at the organizational level, and strategic conflict management measures are required.

With a short-term survey and a low response rate (35.5%) of people in their 20s and 30s (MZ generation), this study was somewhat insufficient to identify the distinct tendencies or values of the new and old generations and to derive correlations of variables. However, the discovery that it is facilitative human relation rapport that have a significant impact on generational conflict and organizational commitment in public institutions is very meaningful. In the future, more in-depth research will be needed to provide solutions and alternatives suitable for organizational characteristics through comparative analysis between public institutions and general companies.

6. REFERENCES

1. Bae, B. R. (2012). An empirical study on determinants of job involvement. *Journal of the Korean Autonomous Administration, 26*(3), 23-48.

2. Choi, H.-S. (2020). *A study on the effect of rapport-building behavior on customer attitude and customer loyalty in medical service* (Doctoral dissertation, Soongsil University).

3. Go, B. H., & Park, N. E. (2022). 2030 throwing a resignation despite difficulty in announcement. *I read that story. Daily Economic News*.

4. Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research, 3*(1), 82-104.

5. Ham, J.-H. (2019). *A study on the effect of job conflict on organizational immersion due to generation conflict in organization* (Master's thesis, Catholic University School of Public Administration).

6. Jang, H.-J. (2021). The relationship between conflict management mode within public organizations and organizational commitment: Focusing on the intervening effect of leadership. *Journal of Organization of Korea, 18*(1), 1-25.

7. Joeng, B.-S. (2021). *The effect of the generation difference of police officials on organizational effectiveness* (Doctoral dissertation, Dongguk University Graduate School).

8. Jeong, H.-O. (2021). *The effect of establishing the rapport in hair beauty service on relation quality and long-term relationship orientation* (Doctoral dissertation, Sangmyung University Graduate School).

9. Ji, S.-K., Yang, B.-S., & Kim, S.-H. (2010). The effects of rapport of healthcare services providers on emotional labor, job satisfaction, and organizational commitment. *Journal of the Society of Service Management, 11*(1), 209-236.

10. Kim, K.-M., Park, B.-M., & Lim, S.-G. (2020). A study of the impact of hotel employees' rapport on job satisfaction, organizational commitment, and organizational citizenship behavior. *Tourism and Leisure Research, 32*(5), 203-224.

11. Kim, S.-M. (2017). *A study on the formation and utility of rapport and trust in MICE industries* (Doctoral dissertation, Gachon University Graduate School).

12. Kim, Y.-H. (2023). Mediating effect of working alliance on the development of counseling rapport scale and the relationship between rapport and counseling session evaluation. *Doctoral dissertation, Hongik University Graduate School.*

13. Lee, Y.-B. (2011). *A study on the impacts of conflict management strategies on organizational effectiveness* (Doctoral dissertation, Kyungwon University Graduate School).

14. Lee, W.-Y., & Kim, H. (2012). A study on the effects of servant leadership on organizational commitment and job engagement: The mediating role of trust in leader and self-efficacy. *Convergence Society and Public Policy, 15*(3), 99-144.

15. Nam, M.-Y., Oh, M.-G., & Yang, E.-J. (2015). Effects of beauty industry workers' organizational culture type and rapport formation on job performance. *Korean Society of Design and Culture, 15*(3), 281-293.

16. Oh, J.-C., & Yang, T.-S. (2011). Effects of creative leadership on job satisfaction and innovative behavior in service firms: A mediating and moderating role of rapport. *Journal of the Society of Service Management, 13*(2), 47-71.

17. Yang, B.-H. (2018). *A research on the influence of conflict factors in public organizations in terms of organizational effectiveness* (Doctoral dissertation, Baekseok University Graduate School of Christianity).

18. Yang, J.-I., & Lee, H.-H. (2019). The effects of airline cabin crews' communication type on rapport and the quality of relationships with passengers: Focused on the mediating effects of rapport. *Journal of Tourism Research, 33*(11), 117-131.

19. Yoon, M.-S., & Lee, G.-M. (2021). The role of service provider's rapport behavior on customer empathy: Moderating effects of service authenticity. *Asia-Pacific Journal of Business & Commerce, 13*(1), 40-73.

20. Bartlett, C. H. (2005). *The disciplinary measures available to school officials when disciplining students with special needs* (Doctoral dissertation, University of Louisville).

21. Robbins, S. P. (1983). *Organizational behavior* (2nd ed.). Englewood Cliffs, NJ: Prentice-Hall.

22. Drucker, P. (1999). Knowledge management in the 21st century. *Korea Economic Daily*.