



# The Effect of Family Values and Workplace Supervisor Support on Satisfaction with Work-Family Compatibility among South Korean Married Working Women

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## Abstract

The purpose of this study is to explore the effect of family values and workplace supervisor support on satisfaction with work-family compatibility among South Korean Married Working Women. The sample of this study consisted of 322 married employed women between the ages of 20's to 50's living in Seoul and Gyeonggi province in South Korea. The survey was carried out from June 1 to 30, 2018. The results show that the higher perceived workplace supervisor support, the older age, and the fewer number of children were more likely to have the higher levels of satisfaction with work-family compatibility among South Korean married working women.

## Purpose

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## Methods

### Participants

<Table 1> Demographic Characteristics of the Sample (N = 329)

Variables	Categories	Frequency	Percentage	Variables	Categories	Frequency	Percentage
Age	20's	12	4.0	Family structure	Parent+child	266	83.6
	30's	124	41.1		Grandparent+parent	25	7.9
	40's	119	39.4		+child Others	27	8.5
	50's	47	15.5				
Educational attainment	High school degree	47	14.8	No. of children	0	20	6.2
	College degree	233	73.5		1	105	32.7
	Graduate school degree	37	11.7		2	169	52.6
					3	25	7.8
			4		2	0.5	
Spouse's education level	High school degree	22	8.5	Religion	Yes	145	45.6
	College degree	190	73.4		No	173	54.4
	Graduate school degree	47	18.1				
Household income (KRW)	Less than 200	21	6.7	Occupational type	Professionals	93	28.9
	More than 200-400	74	23.7		Sales and service worker	72	22.4
	More than 400-600	107	34.3		Office worker	63	19.6
	More than 600-800	80	25.6		Public officer	26	8.1
	More than 800	30	9.6		Others	68	21.0

\* The total number of responses to the survey may differ due to nonresponse.

### Measures

#### 1. Dependent variables: Satisfaction in work-family compatibility

Satisfaction on work-family compatibility was assessed using the scale constructed by author (2018)

## Research Questions

**Research question 1:** What is the degree of family values, workplace supervisor support, and work-family compatibility among South Korean married working women?

**Research question 2:** What is the relative influence of family values and workplace supervisor support on satisfaction with work-family compatibility among South Korean married working women?

of this study. This scale includes 19 items on work-family compatibility composed of three subscales: work-family balance, work-leisure balance, and work-personal life balance. Each item was rated on a 5-point scale from 1 (not at all) to 5 (very much), and higher scores indicated higher levels of satisfaction. Cronbach's  $\alpha = .95$

### 2. Independent variables

#### 1) Family values

We aimed to explore family values based on traditional gender role stereotypes. Family values were evaluated using the assessment scale used by Lee and You (2017). This scale comprises 4 items. Each item was rated on a 5-point scale from 1 (not at all) to 5 (very much), and higher scores indicated higher levels of traditional family values. Cronbach's  $\alpha = .95$

#### 2) Workplace supervisor support

Workplace supervisor support was defined as a supervisor provides help to his/her subordinate by engaging in psychological support and mutual trust for work-life balance. The assessment tool was a 8-item scale used by Lee (2012) as a Korean-translated version of the scale by Thomas and Ganster (1995). Each item was rated on a 5-point scale from 1 (not at all) to 5 (very much), and higher scores indicated higher levels of workplace supervisor support. Cronbach's  $\alpha = .91$

### 3. Control variables

Eight control variables were respondent's age, educational attainment, spouse's education level, household income, religion, family structure, occupational types, and the number of children.

## Analysis methods

The collected data were statistically analyzed using SPSS Statistics 21.0 package. First, Cronbach's alpha was calculated to measure the reliability of the study variables. Second, frequency, percentage, mean, and standard deviation were calculated to determine subjects' general characteristics, family values, social support, and satisfaction level of work-family balance. Third, a hierarchical multiple regression analysis was performed to determine factors that affect satisfaction with work-family compatibility.

## Results

### 1. What is the degree of family values, workplace supervisor support, and work-family compatibility among South Korean married working women?

## Results

<Table 2> The Degree of Family Values, Workplace Supervisor Support, and Satisfaction with Work-Family Compatibility among South Korean Married Working Women

Variables	Mean (Mean)	Standard deviation (SD)
Family values	3.76	.73
Support from the supervisor	3.88	.51
Satisfaction with work-family compatibility	3.08	.78

### 2. What is the relative influence of family values and workplace supervisor support on satisfaction with work-family compatibility among South Korean married working women?

<Table 3> Relative Influence of Family Values and Workplace Supervisor Support on Satisfaction with Work-Family Compatibility among South Korean Married Working Women

	Satisfaction with work-family compatibility							
	Phase 1				Phase 2			
	B	$\beta$	Tolerance	VIF	B	$\beta$	Tolerance	VIF
Control variables								
Constant	2.76				3.44			
Age	.04	.32*	.711	1.406	.03	.30**	.672	1.487
Educational attainment	-.06	-.05	.701	1.427	-.01	-.06	.647	1.544
Spouse's education level	.02	.06	.768	1.302	.00	.01	.727	1.375
Household income	.01	.03	.895	1.117	.02	.05	.856	1.169
Religion (1=yes, 0=no)	.07	.05	.897	1.115	.04	.03	.865	1.155
Family structure (1=grandparent+parent+child, 0=others)	.59	.24*	.809	1.236	.43	.12	.765	1.307

Independent variables	Occupational type (1=office work, 0=others)	.26	.09	.770	1.298	.19	.07	.759	1.318
	No. of children	-.29	-.26*	.724	1.380	-.28	-.25**	.712	1.405
Independent variables	Family values					-.04	-.03	.812	1.231
	Workplace supervisor support					.51	.37***	.827	1.210
VIF		1.99				1.96			
Constant		2.59				1.39			
Adjusted R <sup>2</sup>		0.162				0.216			
F value		3.74**				5.24**			

\*p<.05, \*\*p<.01, \*\*\*p<.001

## Implications

The results show that support from the supervisor had a positive effect on work-family balance among South Korean married working women. In further, policy expansion is warranted to reflect workplace supervisor support on the family-friendly workplace certification in order to promote greater workplace supervisor support for working women's job satisfaction, lower employee turnover rates and higher concentration on work.

## References

- Lee, H. J. (2012). A study on the effects of family-friendly management on work-family compatibility : The moderating effects of coping behavior and supervisor support. Unpublished doctor's thesis. Chonnam National University.
- Lee, J. E., & Y, H. J. (2017). Gender role perception and work-life balance : International comparison among Korea, China and Japan, Korean. Journal of Social Issues, 31, 9-32.