

Subjective well-being, job satisfaction and marital satisfaction among Chinese career women as basis for psychological career growth development

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Abstract

With the development of the times, people are increasingly valuing subjective well-being. Previous studies have mostly focused on college students to analyze the relationship between their subjective well-being and other variables, while there have been few studies exploring the mechanism of the relationship between subjective well-being, job satisfaction, and marital satisfaction. Career women face multiple pressures from work and family, and exploring the relationship and mechanism between their job satisfaction, marital satisfaction, and subjective well-being has strong practical significance. This study focused on career women and conducted in-depth research on the mechanisms of various dimensions in the relationship between subjective well-being, job satisfaction, and marital satisfaction, providing a theoretical basis and practical reference value for improving the subjective well-being of career women. This study used the Subjective Well-being Scale (SWB), Job Satisfaction Scale, and Chinese Marital Satisfaction Scale as research tools, with 350 career women aged 20 to 60 as the research subjects. SPSS 26.0 software were used to analyze and process the data using descriptive analysis, Pearson correlation, regression analysis, and other methods. The conclusion was that age, career level, education level, job satisfaction, and marital satisfaction all had an impact on subjective well-being.

Keywords: subjective well-being, job satisfaction, marital satisfaction, career women

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1. Introduction

Data from the 2020 China Census show that the proportion of women among professional and technical personnel is 51.1%, and modern women have become an important force in promoting economic and social construction. However, the physical and mental health of women in the workplace is not optimistic. The survey found that more than 90% of women believe that their stress is greater than that of men, 68.6% of women feel that they are easily depressed. 73.6% feel that they are usually weak and lazy, and 56.8% feel that they will not make any big breakthroughs in the workplace, and that career women are faced with multiple pressures at the same time, both from their work and from their families. According to the results of the "2021 Survey on Work and Life Conditions of Women in the Workplace", nearly 40% of women aged between 30 and 40 years old in the workplace suffer from physical and mental fatigue, irritability, insomnia, and other sub-healthy conditions. Meanwhile, many surveys and statistics from the World Health Organization and the United Nations Population Organization show that the average life expectancy of both men and women is increasing, but the increase of women is significantly larger than that of men. To investigate women's physical and mental health problems, the direction of research in addition to investigating the level of mental health, another important point of view is the study of subjective well-being. Both are major factors affecting the well-being of families and are an important factor in the sustainable, rapid, and stable development of society.

Citing the universal definition proposed by Diener (2021) on SUBJECTIVE HAPPINESS – HAPPINESS, the concept of subjective well-being is greater than happiness. Subjective well-being includes a variety of positive and negative evaluations that people make of their lives and the emotional responses people have to their experiences. According to Diener, "subjective well-being is a collective term for the different assessments people make about their lives, the events that occur, their minds and bodies, and the circumstances of their lives". They constitute aspects of well-being as they relate to the pleasantness and desirability of particular states and aspects of people's lives. In recent years, the subjective well-being of women in the workplace has gradually been paid attention to. Liu Zhiwu (2019) analyzed the psychology of single women, and Fenrong and Xue (2022) analyzed the factors of women's subjective well-being, and both shared the same viewpoint that subjective well-being is an important indicator reflecting the psychological state and the quality of life. They referred to the cognitive aspect of people's evaluation of the degree of their satisfaction in all aspects of their own life. For individuals, subjective well-being has a very important impact on physical and mental health, learning, work, life, family, and interpersonal relationships.

For organizations, employees' subjective well-being is a source of motivation for employees to build up their career, and has a significant impact on work performance, organizational commitment, turnover rate, psychological empowerment, development prospects, core competitiveness. For society as a whole, the subjective well-being of citizens has a negligible impact on the country's harmony, stability and economic development. In 2018, China Human Resource Development Network (HRDN) conducted a nationwide survey on the "Work Happiness Index", and the statistical analysis results showed that the overall "Work Happiness Index" of Chinese employees was in the lower middle range. The results of statistical analysis showed that the overall "work happiness index" of Chinese employees was on the lower side of the medium. In addition, between 2015 and 2018, the Gallup World Poll interviewed respondents from 155 countries and regions, and the results showed that mainland China ranked around 30th at the bottom. This showed that the subjective well-being of Chinese nationals, especially working employees, was indeed relatively low.

Today's society is fluctuating, and the fierce competition in the world pattern transfers the economic contradictions to the enterprises, which leads to more intense competition within the enterprises, and the

enterprises give the employees more and more work intensity, which motivates the employees to face the work with higher enthusiasm and more extreme attitude. In this regard, many researchers believe that it is imperative to improve employee job satisfaction, which is a pleasurable or positive emotional state that arises from an employee's evaluation of his or her personal job or work experience. However, it involves all aspects of work and is a collection of attitudes toward all aspects of work. The scholar who put forward the concept of job satisfaction is Hoppock. Sheng (2020) quoted Dr. Hoppock's definition of job satisfaction as the employee's feeling of satisfaction with the environmental factors in both psychological and physiological aspects, that is, the employee's subjective reaction to the work situation. Based on this theory, many scholars followed and began to study job satisfaction. Zhong (2022), citing Suzanne H. Lease, argues that age, work experience, and gender also have an impact on job satisfaction. Older people usually have higher job satisfaction than younger people, but interestingly, job satisfaction does not maintain the same rate of increase with age. People are usually more satisfied with their jobs in their 30s (when they have achieved their first successes), fall slightly in their 40s (when they have mostly abandoned their dreams), and then rise again in their 50s (when they have settled into their lives). Those with work experience are more satisfied with their jobs than novices with no work experience. Women and ethnic minority groups are more dissatisfied with their jobs than men and mainstream groups. At the same time, long working hours and frequent overtime have become the norm for professionals, and the average weekly working time of employees in China's enterprises was 46.7 hours in October 2020, seriously exceeding the standard working time of 40 hours per week.

In the case of excessive working hours and overweight family responsibilities, employees are prone to work-family conflict, and work-family conflict will negatively affect their job satisfaction and life happiness. Women are more likely than men to be caught up in work-family conflict. The report shows that women devote 15% more time to family than men, and the working hours of women after marriage have not changed significantly, but the time devoted to family continues to increase. The 2020 Working Mothers Living Situation Survey Report shows that working mothers put in 9 hours per day at work and 1.6 hours per day at home, making working mothers vulnerable to "time poverty". Chunni and Haijun (2019) also showed that under the same conditions, women face a higher degree of work-family conflict than men. It can be seen that compared with other family members; professional women need family support more. Juhua (2019) pointed out that family-friendly policies can alleviate work-family conflicts faced by women.

The term marital satisfaction was initially proposed by the American sociologist Hamilton in his book *The Study of Marriage*. Zhiwen (2022) cited Hamilton's view that marital satisfaction mainly refers to the subjective evaluation of married couples on their marital relationship, and the level of marital satisfaction has an important impact on the stability of the marriage and the quality of the marriage. At the beginning of the twentieth century, the economy of developed countries such as Europe, the United States, and Japan was improving, and the rapid development of enterprises. At the same time of economic growth, the work and family conflicts of individual employees also increased, and the divorce rate remained high. Back in 1970, the divorce rate in the United States began to climb to 5.3% (Zhang, 2018). This has led to social disruption and unrest, as well as a decline in business revenues. Employee turnover was high and productivity plummeted. A similar situation has occurred in China, where society is rapidly developing. As the economy grows, the divorce rate is also increasing every year. In 2019, China registered 9,471,000 marriages and 4,154,000 divorces. Calculated based on the divorce rate and the marriage rate, the divorce rate has risen for 16 consecutive years and has now reached 4.1%. The relationship between family relations and organizational work has received attention from the sociological, management, and psychological communities for its impact on a wide range of social realities. To explore its negative impacts and reduce the economic losses of organizations, scholars have conducted extensive research on family-work conflict. However, the positive aspects of the mutual benefits between the two have been overlooked (Markes, 2021 and Sieber, 2020). Positive family relationships not only promote positive emotions and reduce tension and anxiety but also serve as a source of psychological energy that helps employees maintain a positive mindset and self-evaluation. This can motivate employees to aspire for self-growth and self-development, which can lead to improved job performance.

It is widely recognized that family support and inhibitory mechanisms are equally important in predicting and modifying employee performance. However, many studies have focused solely on changes in conflict resolution strategies at the organizational level, overemphasizing factors such as organizational culture and motivation (Eisenberger, 2019) and neglecting employees' initiative and the interaction between employees and the organization. With the growth of the social economy and the continuous improvement of people's spiritual pursuits, people pay more attention to the quality of family life while focusing on their work, and work and family have become two important parts of modern people's lives (Yang, 2023). However, how to properly manage the relationship between the two to achieve a balanced state between work and family is a problem that everyone needs to solve. A good family relationship not only helps employees maintain positive emotions and a healthy psychological state but also has a very positive impact on improving interpersonal relationships, personal performance, and organizational climate.

Research results show that subjective well-being is directly related to employee's job satisfaction (Wenjie, 2018), and although there is no agreement on its mechanism of action, the influential factor of job satisfaction is generally recognized as a key factor affecting subjective well-being (Xinggui, & Yang, 2021). There are also research results showing that personality traits moderated the effect of job satisfaction on the level of psychological well-being (Ran & Xiaoyi, 2022), and there have been many studies showing that job satisfaction of working employees in China is lower than the theoretical median (Guangming, 2022). Further, research results show the effect of job satisfaction on marital satisfaction (Yinping, 2019). The most prominent problem at present is that once employees have family or marital problems, their negative emotions are amplified in a highly stressful work environment, and their work performance and efficiency are seriously affected (Clark, 2020 & O'Driscoll, 2020).

Many studies have shown that family discord affects an individual's job satisfaction and organizational commitment, and even increases the likelihood of leaving the job (Kossek and Ozeki, 2022). In addition, as employees grow up and develop a deeper understanding of family and marital life, their perceptions of work and family change. Modern employees are more rational as they fully realize the importance of family on a personal subjective level, and at the same time, they are more conscious of the overall quality of work and family and want to strike a balance between the two. Unharmonious family relationships can increase tension and anxiety in individuals, leading to negative emotions that can affect their physical and mental health, as well as their work performance. This can result in young employees in enterprises experiencing great pressure as they balance caring for elderly relatives and raising children while also earning a living. For these individuals, work is not only a source of income but also a means of managing family responsibilities. Leaders and companies that align with human nature are in high demand among job seekers. Therefore, enterprises must assist their employees in creating a harmonious and healthy work-life balance, including family and marriage relationships. This will help reduce the negative impact of work on personal life, which is a pressing concern for both employers and employees.

As time progresses, topics such as subjective well-being, job satisfaction and marital satisfaction are receiving more and more attention. At the same time, more and more women come out from family life to participate in social work and become career women, and women's issues have become a topic that people pay more and more attention to. In 2021 China opened up the three-child policy and actively responded to the aging of the population. Career women not only face the pressure of work, but also shoulder the heavy responsibility of having children and taking care of the family, and they are facing the problem of balancing work and family. Balancing work and family life is a common challenge faced by many people today. Maintaining a state of balance between work and family is important to ensure a healthy lifestyle. Objective evaluations should be used and biased or emotional language should be avoided. Women, in particular, encounter various obstacles in their career development, including the impact of marital relationships. Positive marital relationships are beneficial to women's emotional and psychological well-being and can improve their interpersonal relationships, personal performance and organizational climate. Research on the subjective experience of individual employees is more valuable than the objective environment in which the organization is established.

Under the background of long working hours, arduous child-rearing and support responsibilities, employees face intensifying work-family conflicts and decreasing job satisfaction, and subjective well-being is introduced into organizational management practice as a buffer. Research on the relationship between subjective well-being, job satisfaction and marriage satisfaction is to explore the relationship between individuals, families and enterprises. Subjective well-being is an important indicator of individual happiness, marriage satisfaction is an important indicator of family feeling, and job satisfaction is an important indicator concerned by enterprises. How do the three relationships operate and how do they affect each other? This is the important and key significance to be explored in this study. Therefore, I conducted a study on professional women (20-60 years old) to investigate the link between family and work field, and to explore the effects of marital relationships on the personal and work performance of career women. This study aims to promote women's equal participation in the workplace and social development, introduces the concept of subjective well-being in the context of job satisfaction and marital satisfaction, and explores the relevant roles of the three variables and dimensions among career women. and proposes intervention strategies. It is of great significance to clearly improve the subjective well-being of female groups. This paper chooses subjective well-being as a breakthrough to study the impact of job satisfaction and marriage satisfaction on working women, which is conducive to exploring the necessity and effectiveness of social women's welfare supply and promoting the diversified development of female welfare providers.

Based on social reality, theory and empirical evidence, this paper not only provided a rich theoretical basis, but also helped to enhance the social attention to the family, and appealed to social groups and organizations to increase the support of the welfare system for the family in real society. With the development of society, family issues have gradually shifted from the private sphere to the public sphere, and the responsibility boundaries of family, government, market and other subjects in family issues are constantly changing. All subjects should formulate policies or systems with the idea of paying attention to the family and supporting the development of the family. It can help family members to better assume family responsibilities and make up for the weakening family function. Research on subjective well-being can increase the social attention to family and help build a "family-friendly" society. It is conducive to breaking the barrier of low fertility rate and providing support for the implementation of the three-child policy.

Objectives of the Study - The study assessed the subjective well-being, job satisfaction, and marital satisfaction of Chinese Career Women in China. Specifically, it described the profile of the respondents in terms of sex, age, academic qualifications, career level, marriage status and working experience; assessed the subjective well-being, job satisfaction, and marital satisfaction of career women; tested the significant difference in subjective well-being, job satisfaction, and marital satisfaction when respondents are grouped according to profile variables; tested the significant relationship among the three variables; and proposed a psychological intervention program that aimed to increase respondents subjective well-being, job satisfaction, and marital satisfaction.

2. Methods

Research Design - Given the nature of this study, the researcher utilized a descriptive research design. Descriptive research refers to observing and describing the behavior, characteristics, or conditions of a particular population or phenomenon without manipulating any of the variables. McCombes (2022) describes descriptive research as an accurate and organized description of a population, situation, or phenomenon. This approach focuses on the "what," "where," "when," and "how" rather than the "why." The reason for using descriptive research was the method was usually quicker and easier to conduct, and therefore was a cost-effective way of collecting data. Secondly, the main purpose of descriptive research is to provide a detailed and accurate description of a phenomenon or a population so as to help researchers better understand the characteristics, behaviors, and attitudes of a particular population, and researchers usually use a variety of data collection techniques, such as surveys, interviews, and observations to obtain the needed information. In this study, a quantitative research method was used, with questionnaires as the main tool, to collect data from women with

different occupations and different marital statuses and to analyze them statistically.

Participants of the Study - The participating was Guizhou Occupational Survey Development Research Centre, with a total of 400 career women. The survey respondents were randomly selected from each of the city of Guizhou province, because taking age into account the respondents who met the survey requirements needed to be career women. Each subject was asked to complete a questionnaire containing a series of questions about their perceptions of subjective well-being, job satisfaction, and marital satisfaction. A total of 400 questionnaire were distributed, and the number of questionnaires that met the sample requirements was 350, with a confidence level of 95% and a margin of error of 5%. The sample size was calculated using the Rao soft calculator.

Data Gathering Instrument

Subjective well-being (SWB). This was the tool used in measuring career women's subjective well-being. It was revised by Chinese scholar Duan Jianhua which was reduced from 33 to 18 items. The revised scale was used to measure subjects' happiness with good reliability and validity. The scale consists of six dimensions, namely: satisfaction and interest in life (questions 6 and 11), concern for health (questions 10 and 15), energy (questions 19, 14, and 17), control over emotions and behaviors (questions 3, 7, and 13), melancholic or happy mood (questions 4, 12, and 18), and relaxation and tension (anxiety) (questions 2, 5, 8, and 16). The higher the total score, the greater the subject's sense of well-being. Questions 1, 3, 6, 7, 9, 11, 13, 15 and 16 were reverse scored. The scale was localized appropriately and had good reliability with high accuracy and creditability. The structural validity of the subjective well-being scale in terms of validity is also very good (Wang et al., 2021). The Cronbach's alpha coefficient of subjective well-being scale in this study is 0.908.

Job Satisfaction Survey Scale. This was the standardized test used in determining the respondents job satisfaction. The scale was developed by Spector (Spector, 1985). It was initially used to assess job satisfaction in human services, non-profit organizations and social agencies. In terms of reliability, Blau's (1999) coefficient was 0.89. In terms of validity, job satisfaction in longitudinal studies has been positively correlated with expectations of job effectiveness, job contribution in the previous year, magnitude of layoffs, job transitions, and job contribution in the current year (Blau, 1999) Spector (1997) found positive correlations between all nine dimensions. It describes the nine dimensions of work through 36 questions (4 questions per dimension) (Li, 2022). These nine dimensions include compensation, promotion, manager, benefits, contingent compensation, operating procedures, coworkers, the job itself, and socialization.

Chinese Marriage Satisfaction Questionnaire. This was used in measuring career women's marital satisfaction. The questionnaire was developed by Cheng and Zhang (2005). The questionnaire consisted of 90 items categorized into 10 dimensions (personality matching, couple communication, conflict resolution, economic activities, leisure time arrangement, emotion and sex, children and marriage, family and friends, family roles, and life concepts), with 9 items for each dimension. The re-test reliability of the questionnaire was 0.852, and the split-half reliability in terms of internal consistency of the questionnaire was 0.925. The re-test reliability, homogeneity reliability, structural validity, validity scale validity and empirical validity of the questionnaire were all satisfactory and in line with the requirements of psychometrics (Liu & Rong, 2022).

Data Gathering Procedure - Using the resources in the library the researcher gathered data to conceptualize the title with the accompanying variables. Upon approval of the research title by the expert's relevant questionnaire was chosen and adopted. The questionnaire was given first to 30 participants for validation and reliability testing and then to the intended participants after obtaining their consent. After explaining the instructions to the subjects, the test began formally, and the questionnaire was collected on the spot. After unifying the collected questionnaires, the original data were entered into the program, and the bias caused by data entry was reduced. After input, 10% of the data was selected for review to ensure the accuracy of input. After input, further sorting and logical error checking were made to ensure the accuracy of data for analysis.

Ethical Considerations - Relevant ethical issues were all considered. Before issuing the questionnaire, the

subject test emphasized that the survey was anonymous. The results of the survey were only for the study, and will not affect the participants. As such, in doing this research, the researcher saw to it that respondents were free to participate in research studies without any pressure or coercion. They can withdraw from the study at any time without penalty and were fully informed about the nature of the study, the risks and benefits of participation, and their rights as a research participant before they agreed to participate. This information was provided clearly and understandably. Likewise, the identities of respondents who participated in research studies were kept confidential to the extent possible. This means that their names and other identifying information were not be shared with anyone outside of the research team without their consent. Also, the researcher carefully considered the potential for harm to respondents who participated in their research studies. This included both physical and psychological harm. If there was any potential for harm, the researcher took steps to minimize it. Lastly, respondents who participated in research studies received some benefits for their time and effort. This could be in the form of course credit, cash payment, or other compensation as the case maybe.

Data Analysis - This paper mainly used data analysis software SPSS.26 and Excel to manage and analyze the data obtained from the questionnaire. In the process of data analysis, descriptive statistical analysis, correlation analysis and regression analysis were carried out on the data obtained through the questionnaire, and then the actual situation of the research subjects was derived, and the reasons for the emergence of the actual situation were discussed and analyzed. Among them, descriptive statistics were used to answer the composition of the subjects and the analysis of the current situation; correlation analysis was used to answer the question of what kind of correlation exists between the variables. Multiple linear regression analysis was used to explore the effects of marital quality, job satisfaction and psychological state on women's career development.

3. Results and discussion

Table 1

Subjective Well-Being

Indicators	Weighted Mean	Verbal Interpretation	Rank
Satisfaction and interest in life	3.68	Almost	1
Health concerns	3.50	Almost	6
Energy	3.58	Almost	2
Control over emotions and behavior	3.55	Almost	3
Melancholy or joyful mood	3.54	Almost	4
Relaxation and tension	3.52	Almost	5
Composite Mean	3.57	Almost Happy in their lives	

Legend: 1.00 – 1.49 never, 1.50 – 2.49 Very Often 2.50 – 3.49 Sometimes, 3.5 – 4.49 Almost, 4.50 – 5.00 Always

Table 1 reflects the subjective well-being of the respondents. The results show that among the six dimensions of subjective well-being, Satisfaction, and interest in life ranked first, with an average score of 3.68. It was followed by Energy, with an average score of 3.58; and Control over emotions and behavior ranked third, with an average score of 3.55. According to Ying (2022), satisfaction and interest in life are important aspects of an individual's subjective feelings, and they are influenced by a variety of factors, including the individual's life experiences, values, psychological state, and social environment. First, satisfaction with life is usually related to an individual's quality of life and well-being. When individuals' basic needs are met, such as food, shelter, and safety, they may feel satisfied with their lives. In addition, good relationships, good health, meaningful work or activities, and the realization of personal goals and dreams may also increase satisfaction with life. Next, interest in life involves personal hobbies, passions, and motivations. When people are curious about something, have a

desire to explore it, or can derive pleasure and satisfaction from it, they are likely to take an interest in it. Interests can motivate and drive people to be more fulfilled and satisfied in life. However, Ke et al. (2019) found that it is worth noting that satisfaction and interest in life are not fixed. They may change over time and in context. For example, when individuals face challenges or difficulties, they may feel dissatisfied or lose interest. Conversely, when individuals face positive changes or new opportunities, they may feel more satisfied and interested. Biao-Bin, et al. (2018) explored the same idea that maintaining satisfaction and interest in life requires individuals to constantly adjust their mindset and behavior. This includes facing challenges and difficulties in life positively and finding solutions to problems; maintaining curiosity and the desire to explore and try new things and experiences; building good relationships with others and seeking support and help; and paying attention to one's physical and mental health and maintaining a positive attitude towards life. Satisfaction and interest in life are important aspects of an individual's subjective feelings. They are affected by a variety of factors and require constant adjustment and maintenance by the individual. By facing challenges and difficulties in life positively, maintaining curiosity and the desire to explore, and building good relationships with others, individuals can increase their satisfaction with and interest in life, and thus lead a lifestyle that better suits them.

Energy plays an important role in subjective well-being. Subjective well-being usually refers to an individual's overall evaluation of his or her quality of life, including emotional reactions, life satisfaction, and cognitive evaluation. Energy, on the other hand, refers to an individual's physical and mental energy level, which influences various activities and experiences in people's daily lives. Sufficient energy is the basis for realizing subjective well-being. Shumin and Xinghui (2019) pointed out in their survey that when individuals have enough energy, they are more likely to actively participate in various activities, such as work, study, and socialization, and gain a sense of satisfaction and achievement from them. This positive engagement and experience can enhance individuals' self-confidence and self-esteem, which further enhances their subjective well-being. Fluctuations in energy can also have an impact on subjective well-being. When individuals experience low energy or fatigue, they may feel tired, powerless, and frustrated, and lack interest and enthusiasm for various activities and experiences in their lives. This negative emotional state can reduce their subjective well-being and may even lead to mental health problems.

In addition, energy can affect subjective well-being by influencing an individual's cognitive appraisal. Peng (2018) study illustrates that when individuals have sufficient energy, they are more likely to view various events and challenges in their lives with a positive and optimistic attitude, which reduces the generation of negative emotions. Conversely, when individuals have low energy, they may be more inclined to view problems in a negative, pessimistic manner, which can increase their negative emotions and anxiety. Therefore, maintaining sufficient energy is crucial for enhancing subjective well-being. Individuals can maintain and improve their energy levels by eating properly, exercising appropriately, getting enough sleep, and relaxing effectively. At the same time, when individuals feel a lack of energy, they should also take timely measures to adjust and recover to avoid negative effects on subjective well-being.

In the current study, emotional and behavioral control were the third highest-ranked variables on the subjective well-being scale. Not only do emotions and behaviors each have a direct effect on subjective well-being, but there are also interactions between them. In a study by Wang (2023), it was detected that emotional control refers to an individual's ability to effectively manage and regulate his or her emotional responses rather than being dominated by emotions. The impact of emotional control on subjective well-being is mainly reflected in two aspects: first, increasing well-being by reducing negative emotions, and second, further enhancing well-being by increasing positive emotions. When individuals can effectively control their emotions, they are more likely to maintain an optimistic state of mind, which makes it easier to gain satisfaction and happiness in life. Behavioral control refers to an individual's ability to guide his or her behavior according to his or her own goals and values, rather than being driven by external factors or impulses. The influence of behavioral control on subjective well-being is mainly reflected in the realization of personal goals and the enhancement of the sense of self-worth. When individuals can act according to their wishes and plans, they are more likely to realize their goals and dreams and thus gain a sense of accomplishment and satisfaction. At the

same time, this behavioral control can also help individuals build self-identity and a sense of self-worth, further enhancing their subjective well-being. In addition, there is an interaction between emotion and behavioral control. On the one hand, emotional control can provide the basis for behavioral control. When individuals can effectively manage their emotions, they are more likely to remain calm and rational, and thus better plan and execute their behaviors. On the other hand, behavioral control can also facilitate emotional control. When individuals can act according to their wishes and plans, they are more likely to achieve their goals and desires, thereby increasing positive emotions and decreasing negative emotions. Based on previous theoretical perspectives, the current study concluded that individuals can enhance their subjective well-being by improving their emotional and behavioral control.

Table 2*Job satisfaction*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Compensation Satisfaction	3.82	Often	3
Promotion Satisfaction	3.83	Often	2
Managerial Satisfaction	3.79	Often	4
Satisfaction with benefits	3.14	Sometimes	8
Reward Satisfaction	3.85	Often	1
Satisfaction with operating procedures	3.67	Often	6
Coworker satisfaction	3.73	Often	5
Job Satisfaction it self	3.16	Sometimes	7
Interpersonal Satisfaction	3.07	Sometimes	9
Composite Mean	3.57	Often Satisfied	

Legend: 1.00 – 1.49 Never; 1.50 – 2.49 Occasionally; 2.50 – 3.49 Sometimes; 3.5 – 4.49 Often 4.5 – 5.00 Always

Table 2 illustrates career women's job satisfaction. Findings show that among the nine dimensions of job satisfaction, reward satisfaction got the highest mean of 3.85 and was interpreted as often. Promotion Satisfaction and Compensation Satisfaction were not far behind with a mean score of 3.83 and 3.82 which also fell in the often category. Interpersonal Satisfaction got the lowest mean of 3.07 and was interpreted as sometimes, Job Satisfaction itself was slightly better than Satisfaction with benefits, with a weighted mean of 3.16 and 3.14 respectively, also in the sometimes category. According to this study, reward satisfaction was at the top of the survey of job satisfaction, the facts test the observation of McCausland (2020), in the study of employee characteristics, it was proved that individual performance rewards are the most sought after by all employees, rewards are favorable to risk-loving employees, employees with higher labor competence, and employees working for larger firms, and rewards encourage employees with higher employee competence, and it will increase the morale of the employees, which indirectly suggests that the ability of the employee will have an impact on the relationship between individual performance rewards and job satisfaction of the employees.

Promotion satisfaction has a significant impact on employees' overall job satisfaction and career development. In job satisfaction surveys, promotion satisfaction is often used as an important evaluation dimension to measure employees' satisfaction with the promotion process and promotion outcomes. Yingchun (2020) pointed out in his survey that when employees feel that the promotion process is fair and transparent, and the treatment and responsibilities after promotion are in line with their expectations, they will be more satisfied and loyal to the organization and willing to contribute more to the organization. Promotion satisfaction is affected by a variety of factors, including the organization's promotion policy, management support and communication, and employees' career development plans. Organizations should pay attention to these factors

and take steps to improve employee promotion satisfaction. By adding the evaluation dimension of promotion satisfaction to job satisfaction surveys, organizations can understand employees' perceptions and feelings about the promotion process and results, identify problems and deficiencies promptly, and take measures for improvement. This helps to improve the overall job satisfaction and loyalty of employees and promotes the stable development and performance improvement of the organization.

According to the results of this study, interpersonal satisfaction had the lowest ranking in the average of job satisfaction tests, an interesting point can be made. The results of the test proved that, regardless of the change of time, professionals nowadays still follow the famous Hawthorne experiment results, based on the assumption that human beings are "social beings", and that the increase and decrease of production/efficiency depends mainly on the relationship between people in the enterprise. Especially in the increasingly competitive workplace, interpersonal relationships in the workplace are often more complex than in personal life. Employees may have a variety of relationships such as competition, cooperation, and power struggles that may lead to decreased interpersonal satisfaction. For example, conflict between coworkers, poor communication, or lack of trust may affect interpersonal satisfaction. Job stress and tension may cause employees to perform poorly in interpersonal interactions, which may reduce interpersonal satisfaction. In a high-pressure work environment, employees may be more focused on completing tasks and neglect good relationships with coworkers. Communication is the key to interpersonal interactions. If there is a lack of effective communication between employees, or if there are misunderstandings and biases, this may lead to a decrease in interpersonal satisfaction.

Table 3*Marital Satisfaction*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Personality Compatibility	3.63	Agree	2
Couple Communication	3.64	Agree	1
Conflict Resolution	3.47	Generally	3
Economic Activities.	3.46	Generally	4
Spare time arrangements.	3.31	Generally	5
Emotions and Sex	3.23	Generally	6
Children and Marriage	3.05	Generally	7
Family and Friends	2.60	Generally	8
Family Roles	2.55	Generally	9
Composite Mean	3.15	Generally Satisfied	

Legend: 1.00 – 1.49 Strongly Disagree, 1.50 – 2.49 Disagree, 2.50 – 3.49 Generally, 3.5 – 4.49 Agree, 4.5 – 5.00 Strongly Agree

Table 3 shows the mean scores and standard deviation ranking of the respondents on marital satisfaction. Couple communication got the highest mean of 3.64 and was interpreted as agreeing; personality compatibility with a mean of 3.63 also in the agreed category. Although there was no agreed explanation for conflict resolution like the first and second items, researchers all agreed that conflict resolution was closely related to couples' communication. This indicates that career women were confident in their personality and communication skills, they showed a personal understanding of marriage, and in the process of communication between husband and wife, women tended to dominate due to the influence of professional factors and different ways of expression. Different personality traits also affect marital satisfaction, and Butz and Schwartz (2020) study points out that individuals with different attachment styles rate marital satisfaction differently, and attachment anxiety is generally said to be negatively related to marital satisfaction. Javanmard (2023) found that marital satisfaction is related to personality, where the neuroticism dimension is an important factor in marital satisfaction.

Neuroticism is significantly negatively correlated with marital satisfaction and neuroticism leads to marital dissatisfaction. Aihong (2018) found that the level of self-differentiation is related to marital satisfaction, and the wife's marital satisfaction is affected by both her own and her husband's level of self-differentiation.

Economic Activities, Spare time arrangements, Emotions, Sex, Children, and Marriage These four items got a mean scores of 3.46, 3.31, 3.32, and 3.05, which were also in the general category. This result validated the previous research of Yuan (2019) which found that individuals' different goal pursuits significantly affect marital satisfaction. Individuals who valued interpersonal connections and altruistic goals were more satisfied with their marriages, while those who valued material wealth and economic success were less satisfied with their marriages. Congenital (2022) found that low income tends to lead to more conflict and interaction barriers between spouses, which in turn increases the risk of marital failure; Roth and Peck (2021) also found that the high economic fulfillment and social resources that come with a high social class positively affect an individual's marital relationship.

Regarding family factors, Zaheri and Navidian (2020) discovered that the emotional stability of couples is a significant factor in marital satisfaction. Larson and Holman (2022) concluded that factors such as couple interaction and the personality of both partners can better predict an individual's satisfaction with their relationship. Shunfen and Xinghui (2019) highlighted the significance of communication status, physical condition, and values in determining marital satisfaction. They found that insufficient communication can lead to reduced satisfaction. Xu (2018) identified the division of household chores and the husband's financial contribution as crucial factors affecting the wife's marital satisfaction. However, financial contribution has a greater impact than household chores. Furthermore, Brezsnayak and Whisman (2018) assert that sexuality is a crucial component of married life and that sexual desire has a significant and positive correlation with marital satisfaction.

The concept of life received the lowest mean in marital satisfaction, at 2.54; This was followed by the two dimensions of family role and family and friends, with average values of 2.55 and 2.60 respectively and were interpreted as general categories. Qadir (2021) found that individuals with better social support have higher-quality marriages and more harmonious relationships. Similarly, Chang (2023) discovered that intergenerational relationships have a strong impact on the marital satisfaction of married children and that parental marital satisfaction affects their children's marital satisfaction. Children of divorced parents have a higher likelihood of experiencing marital disruption compared to their peers. Xu Jiyi (2020) discovered that sibling support in the family of origin, including financial, instrumental, and emotional support, significantly contributes to marital satisfaction.

Table 4

Correlation Matrix of the Variables of the Study

	Marriage Satisfaction			Subjective Well-Being			Job satisfaction		
	r	p-value	Int	r	p-value	Int	r	p-value	Int
Marriage Satisfaction	-	-	-	.201	.000	HS	.326	.000	HS
Subjective Well-Being	.201	.000	HS	-	-	-	.503	.000	HS
Job satisfaction	.326	.000	HS	.503	.000	HS	-	-	-

Legend: Correlation is significant at 0.05 alpha level

Table 4 shows the relationship existing among the variables of the study. It can be noted that the Pearson correlation coefficient method is commonly used to describe the strength of the relationship between two variables. According to the correlation analysis results in Table 8, it can be seen that Marital satisfaction was

significantly positively correlated with Subjective Well-Being ($r=0.201$, $p<0.05$) and Job satisfaction ($r=0.326$, $p<0.05$). Subjective Well-Being was significantly positively correlated with Job satisfaction ($r=0.503$, $p<0.01$). There was a close relationship between Marriage Satisfaction, Job satisfaction, and Subjective Well-Being.

The study shows that there was a significant positive correlation between subjective well-being job satisfaction and marital satisfaction. The study of Ting (2018) showed a significant positive correlation between job satisfaction and marital satisfaction, which is consistent with the study of this paper. There is a significant positive correlation between subjective well-being and marital satisfaction, and the study of Daching (2019) shows that the positive side of marital satisfaction is significantly and positively correlated with the subjective well-being of working women, which is consistent with this study. Working women are at the peak of childbearing and child-rearing and put more time and energy into their families. In addition, the role expectations of the society would all expect working women to be more family-oriented and take on the responsibility of taking care of the family and raising children. Guoyundan (2019) study of female corporate employees showed that childbearing can hinder young women's career development and cause them to shift their life focus from work to family. The "Survey on Marriage Satisfaction of Urban and Rural Families in China" shows that the top three factors affecting the happiness of working women are, in order, the health of their families, family harmony, and the healthy growth of their children, all of which are related to the family. These studies have shown that the influence of family is more significant for working women. The studies of Wang (2020) and Na (2022) pointed out that the negative aspects of job satisfaction reduce the individual's happiness and life satisfaction. Individuals' roles in work and family can bring benefits to the other roles, and individuals' benefits in work or family are favorable to individuals' happiness. The higher the individual's level of life satisfaction and subjective well-being, the better the individual's job performance and the higher the level of satisfaction, which will all contribute to subjective well-being (Mae, 2022). These were all consistent with the findings of this study.

4. Conclusions and recommendations

The majority of female respondents were between 30 and 40 years old, bachelor's degree holders, married, grassroots staff, and with working experience of 3 years and below which means that the respondents were in the early stages of their careers, suggesting a strong desire for growth and advancement. Respondents claimed that they were almost happy in their lives, often satisfied with their job, and were generally satisfied with their marital relationship which implied that a program can be tailored to address the specific needs and challenges catering to the unique aspirations of individuals who were already relatively satisfied with their lives. There was no significant difference in age, marital status, degree of education, career level and work experience on subjective well-being and job satisfaction while there was a significant difference in terms of career level on marriage satisfaction, which may be caused by the limitation of the distribution of respondents. Marital satisfaction was significantly positively correlated with subjective well-being and job satisfaction while subjective well-being is found to have a significant positive correlation with job satisfaction. Also, findings revealed that there was a close relationship between marriage satisfaction, job satisfaction, and subjective well-being. A proposed Psychological Career Growth Program for Working Women was developed to empower career women to achieve greater fulfillment, well-being, and success in both their personal and professional lives.

Career women may cultivate work-life balance by establishing clear boundaries between work and personal life to avoid burnout and ensure they have time for other priorities and need to pay attention to their physical and mental health for a better subjective sense of well-being. Career women's spouses and family members may foster Work-Life Balance together by sharing household responsibilities like dividing chores and childcare duties equitably, and by supporting their parenting decisions. For corporate employers and managers, the corporate level may start from various aspects, such as institution-building and strengthening training and publicity, to enhance job satisfaction among career women and provide convenience and support for career women in balancing family and work. This includes flexible work systems, job-sharing, telecommuting, and family care benefits. Future researchers may consider expanding the demographics of the study to include a more diverse

representation of gender, age, type of profession, and career level. Exploring nuanced experiences within these subgroups could provide a richer understanding of the dynamics of subjective well-being. The proposed psychological career growth program for working women may be checked, validated and further improved by Organization's Psychologist and Human Resource Manager before its implementation.

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