

Integrated Women Framework, Meaning of Work, Personal Resilience, Hybrid Work, Well-Being, and Job Satisfaction: A Preliminary Study of Professional Women's Work Experience in China

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The purpose of the study is to propose a conceptual framework consisting of paths that contribute to job satisfaction of professional women in China. The preliminary study, which adopts the Integrated Women Framework, is intended to guide organizations and women professionals at work in China. The objectives of the study are: (1) to explore the nature and extent of relationships such as meaning of work, hybrid work environment, workplace policies, personal resilience, and job satisfaction; (2) to explore the application of the Integrated Women Framework, as a mediator, in understanding and explaining the construct of job satisfaction and associated variables. More precisely, the present study aims (1) to explore the *paths* that lead to job satisfaction among working women, and (2) to understand job satisfaction to provide insight into how an organization can support and empower working women to achieve it. The framework "integrated women" (modified from an ideal type of construction coined by Lin and Moore in 1983) represents women with resilience to adversities and challenges, who have the ability to make informed choices between personal and professional aspects, to exercise their meaning/purpose at work, and manage flexibility in their work environment (e.g., hybrid work). The study is both exploratory and explanatory. It uses the survey method for data collection. Women's greater participation in the workforce has been an important step towards increasing workplace inclusion and gender equality. The study can be duplicated in other Asian regions and in the West since working women throughout the world share similar experiences. This study adopts a comprehensive approach to understanding and explaining the variables by combining both individual and contextual factors and their interactions. Based on this framework, the researchers made sure that all the variables are studied holistically so that the outcomes

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of this study will make substantial contributions to understanding of both theory (e.g., resilience and job satisfaction) and workplace practices (e.g., flexibility in the work environment). This paper focuses on the quantitative data derived from the China study of 152 subjects. Integrated Women Framework was used as a mediating variable in this study. In addition to descriptive data and correlation outcomes, the major findings from path analysis indicate that the mediating effects of integrated women were similar for the two outcomes of endogenous dependent variables: job satisfaction and well-being. For both, integrated women significantly mediated the relations between hybrid work and the outcomes, as well as the relations between personal resilience and the outcomes. In a nutshell, the preliminary analysis of the China data found that job satisfaction outcome is primarily affected by working women's resilience in their work experience, a favorable work environment (work policies and hybrid work) and by their well-being (especially economic/financial well-being). In other words, job satisfaction is related to both personal and organizational factors.

Keywords: working women, work experience, integrated women, personal resilience, workplace policy, hybrid work, meaning of work, well-being, workplace environment, job satisfaction

Introduction

Traditionally, women were seen as mothers who decide on meal planning and care for children and elders (Gran, 2019). Nowadays, when we think of the responsibilities of women, besides domestic obligations, these may also include paid labor (American Sociological Association, 2014). In fact, women have worked since the dawn of human history, contributing to the survival of millions of families.

Furthermore, working women are important stakeholders in improving organizational performance (Center for Creative Leadership, 2021). Due to the COVID-19 pandemic, working women are now showing a higher degree of burnout than in the past making it even more necessary to support employee well-being, and diversity, equity and inclusion in the workplace (McKinsey & Company, 2021). Occupational stress, especially non-flexible working arrangements, has been an issue for working women to cope with because work stress affects the physical, emotional, financial, social, and spiritual aspects of a person's life (Lin, 2014; Cleveland Clinic for Medical Professionals, 2019). Therefore, it is essential to develop stress-reduction strategies and interventions to increase personal resilience, set up organizational policies, and enhance favorable work environments to include possible hybrid work choices and workplace relations, etc., to cope with occupational stress for working women (Swanson, 2000; Lin, 2003).

Recent studies point out that people who find meaning in their work are happier, more productive, and more engaged (Cable, 2019; Cable & Vermeulen, 2018). Today, the meaning/purpose of work is correlated to a person's self-image. The new breed of millennium workers is more likely to demand meaningful and challenging work. They are more likely to see work as a source of personal satisfaction, gratification, and social identity (Lin, 2022). In a recent study by McKinsey & Company (2021) on the purpose of life and work, millennials were three times more likely than others to say that they were reevaluating work. When employees feel their purpose aligns with the organization's purpose, the benefits include more robust employee engagement, heightened loyalty, and a greater willingness to recommend the company to others (McKinsey & Company, 2021).

In addition to the meaning of work, work policies, including work schedule models, are just as important to retaining talented workers, especially working mothers. Hybrid work is a favorable alternative for most working women who simultaneously juggle their various roles (wife, daughter, sister, mother, daughter-in-law). At the

individual level, a working woman needs a hardy personality or personal resilience to manage stress (Lin, 2014; Maddi & Kobasa, 1984). For most women, working outside the home is both a choice and a necessity for their well-being. It is necessary because work is a source of financial security and independence, a sense of personal accomplishment and fulfillment, and professional growth and development (Lin, 2022). Work-life balance issues have been widely spotlighted by research and social media. Women who juggle career and family care duties feel conflicted about balancing family and work obligations. This often creates an impossible situation where they try to do everything but often end up doing less than expected. There is an expectation for women to opt out, to quit their jobs or start their own businesses to have greater flexibility in balancing work and family obligations. Family obligations are twice as likely to be cited as a deterrent to establishing a business by women than by men. In addition, women experience a dramatic decline in entrepreneurship after age 35 compared to men. Balancing work and family obligations is the main challenge facing most working women, especially for female business owners who have kids and strive for success (Robinson, 2021). Therefore, since work is both a necessity and a choice, the notion of becoming an “integrated woman”, i.e., one who, is not a “super woman”, but possesses a high degree of personal resilience, is becoming an ideal norm in the workplace in America and many parts of the world (Lin, 2022). It is an especially pertinent issue from a macroeconomic perspective, i.e., women's contribution to the national economy is enormous. How to help women combine marriage, family, and career or help talented women stay in the labor force, enjoy their well-being (financial, physical, and mental), and enhance their job satisfaction has attracted increasing attention from business leaders and policymakers.

The term “integrated women” refers to women who are able to balance their work and family responsibilities. These women possess certain characteristics, such as resilience, which is the ability to exercise self-efficacy to maintain work-life balance. In Lin and Moore's integrated women study (1983) of American college women's views on combining marriage, family, and career, it was found that more than half (74.7%) of the 543 research subjects felt they would be just as good mothers had they not gone to work. However, the data also revealed a significant correlation between better motherhood and being an interesting person if the woman works ($r = 0.4229$, $p = 0.001$). While working may bring positive well-being to working mothers, work outside the home may also bring inevitable challenges for them in terms of time and other constraints. Campillo and Armijo's (2017) study findings pointed out that combining employment with family life is problematic for working women. Several studies indicated demands placed in one role can spillover and affect another role. Several studies concluded that working negatively affects the family life of working women (Carlson, Thompson, & Kacmar, 2019; Talukder, 2019; Uddin, 2021; Van Veldhoven & Beijer, 2012).

Recent studies have begun to focus on the meaning of work and job satisfaction. Managing work-life balance is a persistent challenge for working women, especially during the pandemic (Lin, 2022). Family-friendly support systems at work and favorable workplace policies will reduce work-life conflict and enhance well-being and job satisfaction. Job satisfaction refers to an overall affective orientation of individuals' attitudes toward work roles. Job satisfaction refers to one's feeling, or state of mind related to work achievements (Sahuti & Vaisanen, 2019). When individuals feel that their work is meaningful and their effort will lead to positive outcomes, they feel greater life and job satisfaction (Duffy, Autin, & Bott, 2015; Erdogan, Bauer, Truxillo, & Mansfield, 2012). Job satisfaction is a multidimensional psychological response to one's job. Job satisfaction has cognitive, affective, and behavioral components. The most typical categorization of job satisfaction considers five factors: (1) pay, (2) promotions, (3) coworkers, (4) supervision, and (5) work itself. Lock (1976) added a few other factors such as (1) recognition, (2) working conditions, (3) company, and (4) management. Another categorization may include

the extrinsic (pay and promotions) and the intrinsic (coworkers' supervision and work). Theories of job satisfaction can be categorized into (1) the situational nature of one's job and other aspects of the work environment; (2) dispositional approaches which are rooted in the personological makeup of the individual; and (3) interactivity, that is, job satisfaction resulting from the interplay of situational and personological factors. This study adopts an interactive approach to understand and explain the construct job satisfaction. The situational factors include hybrid work (work schedule flexibility) and workplace policies, while the personological factors include meaning of work, resilience, and well-being.

Studies show that when a person experiences purposeful work or engages in meaningful work, they exhibit a higher degree of job satisfaction (McKinsey & Company, 2021). Moreover, in this unpredictable era, personal resilience is evermore significant. Personal resilience is identified as an inseparable component of the Integrated Women Framework. Integrated women are resilient women, who can make choices between personal and professional aspects, know how to exercise their self-efficacy, and are resilient to adversities. The present study aims to explore the interrelationships between Integrated Women Framework, personal resilience, work environment (hybrid work and work policies), meaning of work, well-being, and job satisfaction.

Statement of the Research Problem and Purposes of the Study

In modern societies, it is common for adult women to occupy dual roles: a family role and a work (work outside of the home) role. Working women want a happy family life as well as a rich and rewarding life outside of the family. It is apparent that achieving work-life balance and attempting to "have it all" is extremely challenging and could be problematic. Working women recognize different kinds of challenges in terms of "conflicts". Examples include time-based conflict, strain-based conflict, family division of labor conflict, family power conflict, etc. Adverse work and life experiences inevitably result from women juggling these two roles, compounded by traditional gender role expectations in most societies, and weak supports from family, workplace, and the community at large. Studies showed that women experience a higher rate of burnout, drop-out from work, and low job satisfaction. These experiences affect women's well-being (McKinsey & Company, 2021).

The purposes of the study are: (1) to explore nature and the extent of the effect of work environment and job satisfaction; and (2) to explore the application of the Integrated Women Framework in understanding and explaining the construct of job satisfaction and proposed variables. More precisely, the present study aims (1) to explore the *paths* leading to job satisfaction for working women and (2) to explore the application of the Integrated Women Framework which identifies resilient women who can exercise choices between personal (know how to exercise their personal resilience, including implicit stress management) and professional aspects (including striving for financial/economic well-being).

Even though progress has been made in recent years, gender inequality at work persists in many parts of the world, especially in traditional societies in many regions in Asia. Yes, society is changing. But we are interested in exploring what factors affect women's motivation in staying in the labor force and what factors affect working women's well-being and job satisfaction. The present study aims to explore five research questions:

1. How does the meaning/purposes of work affect integrated women's job satisfaction?
2. How do workplace policies affect working women's well-being and job satisfaction?
3. How do hybrid work arrangements affect working women's higher degree of job satisfaction?
4. How does a sense of well-being affect job satisfaction?

5. Do working women's demographic variables (i.e., marital status, children, family lifestyle, or structure, age, education, occupational background, etc.) relate to job satisfaction?

In essence, the present study aims to explore the paths of interrelated factors (the meaning of work, personal resilience, work policy, hybrid work experience, and economic well-being) found among working women that lead to job satisfaction. Do integrated women exhibit a higher degree of job satisfaction?

The Landscape of Working Women in Asia and Around the World

Globally, the dramatic increase in the participation of women in the workforce has been the most distinctive feature in the labor market in the last two decades. The crisis of the COVID-19 pandemic wreaked havoc. Workers all over the world had to adapt to changes, including new work schedules, different work locations, and altered career plans.

In 2021 (during the peak of the pandemic), the changes in the workplace such as office environment and work arrangements like hybrid work models were the most significant shift in workplaces around the world (McKinsey & Company, 2021). Historically, women were more likely to work part-time or in low-paid positions and had less opportunity to attain management and leadership posts (World Health Organization, 2016). In European countries, most women are represented in the bottom job-wage quintile whereas the blue-collar jobs are mostly occupied by men (Eurofound and European Commission Joint Research Centre, 2021). According to *The State of Women in the Workplace 2021* by Brittany K. King and *Women in the Workplace 2022* by Lean In and McKinsey & Company (2022), women account for more than 50% of the United States' total labor force population. However, underrepresentation, underpayment, and discrimination in the workforce are still happening. While men occupy 74% of board seats, women occupy only 26%. Women in European countries earn about 16% less per hour despite their qualifications being as good as, or better than, their male counterparts. This indicates that the labor market in European countries is still struggling with gender discrimination such as unequal policies in hiring, promotion, working conditions, and wages (World Health Organization, 2016).

A recent study in Spain reported that the rate of women entering the labor force is rising steeply as well. Female employment grew from 32.5% in 1995 to 56% in 2007 (Campillo & Armijo, 2017). The authors also pointed out, "While it has been hit hard by the economic crisis, female activity has continued to increase, closing the gap with other European countries" (Campillo & Armijo, 2017, p. 81). This rapid growth of female participation in the labor force has really transformed the traditional attitudes and lifestyles among Spanish families. Hakim (2003) used "preference theory" to depict women's heterogeneous lifestyles in relation to their actual desires and choices, i.e., family-life balance. The preference theory relates to a question addressed by an earlier study: What criteria workers (especially working mothers) would adopt to make their choice and decision to work full-time, part-time, or stay home (Lin & Moore, 1983).

Participation of women in the labor market in Asia has also increased on the one hand and faces significant challenges on the other hand. The percentage of women's contribution in the Asian workforce is about 36% of Asia's GDP. The contribution of the women in the labor market is quite high in China where it is about 41% of GDP. The percentage is nearly 20% of GDP in India, and 5% to 6% of GDP for Japan and Singapore. However, the dropout rates also accelerated at the same time. In Asian companies, about 40% to 45% of entry-level jobs' turnover rate is by women (Madgavkar, 2019). The significant issue for career women in Asia is their inability to reach their full potential at work which consequently negatively impacts their mental health and wellbeing (Community Business, 2021). In 2016, the Hong Kong Federation of Youth Groups tried to answer the question

of what is holding women back from work. Analysis of government data revealed that among women in the labor force, 65% were single and 44% were married women. This could be evidence that marriage is an issue for the work-life balance of career-women who are juggling between employment and care responsibilities (Chiu, 2019).

According to previous studies, most businesswomen in Myanmar are married women. Women no longer devote all their valuable time to housework at home. Women's duties are evolving today, and many women now play a leadership role in the family's financial stability in addition to playing traditional supportive roles (Aye, 2018). The key findings of previous research demonstrated that women confront considerable obstacles to their ability to rise to positions of leadership as well as endure difficulties once they do so. The obstacles mainly comprise persistent stereotyping, particularly the idea that men are "natural" leaders and women are legitimate followers, as well as the idea that women lack certain necessary skills for effective leadership, which further reinforces these barriers (Oxfam, Trocaire, CARE, Action Aid, 2013).

The past 40 years have witnessed a dramatic change in the participation of women in the work force in Taiwan. Women's work participation rates had risen to 43.7% in 1980. With the increasing level of education for women, in 2021, approximately 51.5% of the Taiwan female population was eligible to work (Lin & Wang, 1988; Statista, 2022). In Lin and Wang's study (1988) of 439 working women in Taipei, Taiwan, close to 70% of the respondents reported that their immediate supervisor was male. A little over one-third (34.2%) felt extra pressure to prove themselves on the job because they were female. Work stress is inevitable. By using stepwise regression analysis, it was found that the quality of work factor and the quantity of work factor are the most powerful predictors of the perceived level of stress ($F = 21.59, p = 0.001$; $F = 16.85, p = 0.001$, respectively). Furthermore, both factors are also the best predictors for job satisfaction ($F = 44.07, p < 0.001$; $F = 20.75, p < 0.001$, respectively). In addition, the quality of work factor has also been found to be the best predictor for feelings of pride about one's work ($F = 55.46, p < 0.001$) (Lin & Wang, 1988).

In a study of men and women physicians' career contingencies in Taiwan, the researchers found that (1) the background of the family's social economic status (SES) of the female physicians was more prestigious than that of male physicians. The female physician's family's professional socialization influenced their career choice; and (2) about half of female physicians perceived discrimination against themselves while they were in medical school and in practice (Liu, Lan, & Lin, 1992). In an earlier study of chiropractors in Missouri, USA, Lin (1972) found similar career choices among female chiropractors, i.e., they either practiced chiropractic only part time or became "assistant" to their chiropractor husband in the clinic.

In 2022, women account for 61.07% of the workforce in China's mainland (Textor, 2023). The average wage for urban men was 22.5% higher than for women in 2019. China scored better than Japan and South Korea, where women accounted for 12.6% and 8.7% of member of boards of directors, respectively. About 6.4% of firms listed in China's mainland had female CEOs in 2021, up from 6% in 2020, and 26.3% had female CFOs, above the global average. Job related experience (job satisfaction and work-life balance) is closely related with gender. However, a recent large-scale (over 20,000 physicians in tertiary public hospitals) comparative study found that there was no significant gender difference in job satisfaction or work-life balance. The researchers suggested that the finding could mean more gender equality in family responsibilities in China, especially among married physicians. More significantly, the researchers pointed out that social progress and rapid economic growth may have promoted gender equity in employment and career development (Liu et al., 2021).

Gender discrimination in the workplace is common in China, from the interview stage to potential promotions for current employees. A recent report showed 19% of civil service job postings noted a preference

for male candidates, while other listings specified that female candidates should already have had children (Nadworny, 2021).

Women struggle every day to strike a balance between their obligations at home and at work. Women often continue to be fully responsible for taking care of the home and children regardless of their employment. Women from all industries in Myanmar said that they have experienced male gender-based violence, both at home and at work. The space for women's leadership is not growing as it should, hence there is no public discussion, and there are no champions among women leaders themselves to fight discrimination. Similarly, a refusal to understand gender equity restricts possibilities for women as well as the potential for greater advancement in Myanmar. (Oxfam, Trocaire, CARE, Action Aid, 2013).

Literature Review

Integrated Women Framework (Refers to Their Ability to Make Choices, Exhibit Personal Resilience, & Flexibility)

Lin and Moore (1983) coined the term “integrated women” to conceptualize an ideal type of professional women in the East and West (Lin & Moore, 1985). The concept of integrated women refers “to an ideal type of woman who is conscious of different alternatives—feminist, traditionalist, and androgynous—and who has the autonomy to integrate these alternatives within a chosen lifestyle” (Lin & Moore, 1983, p. 2). An integrated woman is a career woman who has the opportunity to interweave aspects that are feminist, traditionalist, or androgynous within her life by combining behaviors and attitudes from different orientations (Gipson & Malcom, 2020; Lin, Lan, & Liu, 1985; Lin & Moore, 1983; 1985; 1996; Lin & Wang, 1988). Integrated women can exercise their self-efficacy (the capacity of knowing what they can do with their knowledge, skills, and experiences and making their self an instrument of change) and they are independent (Lin, 2021). Integrated women are seen as women with resilience—a quality which correlates to independence, flexibility, and ability to make choices. In this study, “integrated women” refers to working women who are capable of balancing work, family, and self-efficacy (Lin & Moore, 1983), and have a sense of personal integration between role expectation and commitment. Instead of stopping at the crossroads of career versus family and marriage, integrated women have the ability and opportunity to combine career, family, and marriage. They are career oriented without rejecting marriage or family (Lin & Moore, 1996). Integrated women are those working women who know how to be resilient and how to balance work-life experiences (Lin, 2022).

Integrated women are always in search of a balance in work and life (even while being keenly aware that work-life may not be fully balanced). “Integrated Woman” is an ideal type of woman who strives for a fulfilling and meaningful life. The ideals of equality and inclusion are becoming the new norm in pursuing a balanced lifestyle by integrated women who can manage well between family, marriage, and career (Lin, 2022). Is the Integrated Women Framework a myth or reality for well-educated women? One study showed the ideal type of an “integrated woman” is challenging but attainable for well-educated professional women in the 21-century (Lin & Moore, 1983). The present study intends to explore how today's Asian working women manage to maintain well-being and enjoy job satisfaction. The present study also aims to find out how organization policies have changed to assist working women to cope with new challenges, such as kids and adult family members staying home due to the COVID-19 sickness, and remote work and hybrid work stress brought about by the pandemic. The study also aims to find out whether integrated women are resilient in coping with stresses from within the family and in the workplace.

The framework of Integrated Women can be analyzed along three dimensions: attitudinal (attitudes toward marriage, family, and career; toward the division of labor in the family, the equal importance accorded to the careers of the husband and the wife, and what constitutes the most satisfying way of life, etc.), behavioral (the behavioral dimension may include putting the husband through school or sharing family and child rearing responsibilities, coping with job relocation, tolerance for career interruption, the effects of dual career parenting on family life, the impact of demands of work on family life, the factors of commitment to career, career changes, financial status, and its relation to work and the adaptation of a new work pattern such as working from home or the hybrid of working from home and office due to worldwide health crises like COVID-19, etc.), and cognitive (the perception of women's socio-economic and education statuses in society, the factors affecting job satisfaction, the perception of women's status on loan and credit applications, the perception of women's general social status in organizations and society, the changing perceptions of gender roles in society), etc. (Lin, 2022). A 2014 survey of Harvard University MBA graduates found that 73% of men and 85% of women believe that prioritizing family over work is the number one barrier to women's career advancement (Ely, Stone, & Ammerman, 2014). This study explores the situation of working women in some Asian countries with the hope of finding out what makes an "ideal woman"—a woman who can balance her career and family well and attains notable career achievements. Integrated women can be a conceptualization to refer to such ideal women. Although the concept of integrated women is an ideal construct, the image of an integrated woman (married or single) is one who is resilient and able to achieve balance in both her work and family life, meet work challenges, and therefore may appear to have a higher degree of job satisfaction.

Personal Resilience (Self-belief/Purpose, Emotional Balance, Attaining Self-efficacy)

Resilience is closely related to the image of integrated women. Resilience is the ability to cope with adversity and to manage the sources of stress or trauma effectively. Assets and resources within the individual, their life and environment facilitate this capacity for adaptation and bouncing back in the face of adversity (Windle, 2011). Resilience is our ability to adapt and bounce back fast when things do not go as planned. Psychologist Suzanne Kobasa coined the term, "hardy personality", after she studied several hundred AT&T employees when federal deregulation prompted many executives to be laid off or transferred to other positions. Hardy personality individuals are those who despite stressful circumstances appeared resistant to the psychophysiological effect of stress (Maddi & Kobasa, 1984). Kobasa and her co-researchers found three specific personality traits that collectively acted as a buffer to stress and contributed to what she called the hardy personality. These three elements are: commitment, control, and challenge. Lin (2014) in her discussion of personality and stress management added two more elements: adaptation to change (ability to make necessary changes to cope with the stressful situation) and charge (ability to take responsibility and know when to move forward or backward; where moving backward does not mean retreat, it implies a moment of reflection before the next action takes place).

Resilient people tend to exhibit hardy personality. People with psychological resilience are able to use their skills and strengths to respond to life's challenges, including those related to: death of a loved one, divorce, medical emergencies, natural disasters, work stress, and job loss.

Work stress refers to any negative, stressful, or difficult situation or hardship that is encountered in the work setting; work stress can be seen as the emotional response to work related events and situations (Lian & Tam, 2014; Lin, 2021). Stress is inevitable, especially in the workplace, and it was even more profound during the

pandemic. There is a need to assess and diagnose the stressors we have encountered, and then make the right and best choices to become resistant to them instead of being vulnerable.

In this fast-paced society, organizations and individuals face risks at work brought about by changes and uncertainties in the economy. Hence, building resilience will help to ensure employees stay motivated, committed, and maintain performance through periods of uncertainty and change (Maddi & Khoshaba, 2005). Employers and employees alike have a responsibility to be as resilient as possible against the uncertainties of their everyday working lives (Maddi, 2006). It has been suggested that resilience is a buffer against the negative impacts of work stress, especially in the inherently challenging working environments (Howard, 2008). Several common themes, like the four patterns of resilience (Polk, 1997), were identified when reviewing literature on resilience—self-reliance and efficacy, positive outlook on things, close network of social relationships, intelligence, and positive emotions (Beardslee, 1989; Jackson et al., 2007; Mealer et al., 2012; Polk, 1997; Tugade & Fredrickson, 2004). These themes seem to enhance the resilience factor in regulating stress and preventing negative health outcomes (Dolbier et al., 2009; Polk, 1997). Resilience factors seem to play a similar role to that of coping resources that an individual draws upon to facilitate the coping process. In the work context, where the nature of the working environment may change over time, resilience enhances an employee's ability to assess and respond effectively. The ability to appraise and respond to work-related events and situations, including work stress, derives from an individual's perception of work and self, and therefore from the meaning of work for the individual. Resilient people tend to be action oriented. Some common examples of resilient actions include practicing thought awareness and mindfulness, finding support, learning to relax, being flexible, ability to make choices, etc. (Lin, 2021).

Meaning of Work (Autonomy of Work, Meaningful Work, & Work and Self)

Meaningful work has become one of the most important intrinsic values for contemporary workers, especially for the millennium generation (Korolevich, 2021). The term “work” refers not only to what an individual must do, but also what they do for a living. Work may include paid employment, volunteer work, or “family work”. When there is a discrepancy between role expectations (job demands) and commitment (personal time, energy, and family responsibilities), role strain and stress will surface (Lin, 2000; 2003; 2014).

Meaningful work not only provides a person's livelihood, but it is also a source of personal satisfaction and a means to enhance one's image and self-awareness (Sawicka & Karlinska, 2014; Dhindra, Samo, Schaninger, & Schrimper, 2021). In contemporary society, people are attaining a sense of well-being when work is meaningful to them. Therefore, really good work is work that provides opportunity for self-actualization and fulfills a life's purpose (Lin, 2022; Sawicka & Karlinska, 2014). People talked about the impact or relevance their work had on other individuals, groups, or the wider environment. Therefore, work and self are intertwined (Lin, 1972; 2021).

Both positive and negative changes in either work or family can create stress which has an impact on well-being. How to maintain work-life balance is therefore one of the most persistent challenges for career women throughout the world (Chen & Lin, 1988; Holmes & Rahe, 1967). This challenge increases at a societal (and organizational) level during times of crisis, including personal life crises and pandemics (Lin, 2022). Hackman and Oldham (1975) have described jobs that allow for freedom, independence, and discretion to schedule work, make decisions, and choose the methods used to perform tasks. According to Kahn (1990), the experience of

meaningfulness in work arises primarily through job design that offers autonomy, variety, and challenge; a good person-job fit; and rewarding social interactions with colleagues, managers, and clients/customers.

Work represents a person's self-worth and self-improvement. Work often answers the question, "Who are you?" We answer the question by naming our work and what we do. Work is not only essential, but also expected to be fun, rather than enslaving (Zanders, 1993). The meaning of work means more than what we do for a living; work represents our image, skills, hope, and mode of life (Lin, 2022).

Work not only provides a livelihood, but it also provides a source of personal satisfaction and joy, or frustration and pressure, as well as image and self-awareness. People pursue a sense of self-achievement and opportunities for self-actualization in their work. Work is one of the most important sources of self-identity. Work creates human relations and is closely related to social values, material and intrinsic rewards, and an individual's values. The concept of self is shaped partly by our interactions with others and by our work-life experiences (Lin, 1972; 2022). The meaning of work is more than what one does for a living. It's interrelated with role expectations involving both work life and commitments and family life (Lin, 2022). Meaningful work enhances job satisfaction. Recent studies revealed how workers' meaning of work is closely related to job performance and job satisfaction (McKinsey & Co., 2021). People who find meaning in their work are happier, more productive, and more engaged. Cable and Vermeulen (2018) recommended four practical interventions for their research on meaningful work. Those intervention efforts include: (1) reduce anonymity; (2) help people grasp the importance of their work for the customers; (3) notice, recognize, and reward excellent work, and (4) connect daily work to grander goals. *McKinsey Quarterly* writers, Cranston and Keller (2013) recommended that executives boost workplace "MQ" (Meaning Quotient) and inspire employees to perform at their peak through some techniques such as telling turnaround stories and good-to-great stories to show the workers' abilities to impact society, customers, and the work team, asking workers to write their own lottery ticket, and using small, unexpected rewards to motivate them.

Job Satisfaction (Definition, Measurement, & Job Satisfaction, and Other Variables)

Why study job satisfaction? Kalleberg (1977) listed three reasons why job satisfaction has been of interest to organizational behaviorists. First, job satisfaction is linked to a personal value system in which satisfying work develops personal potential and furthers the employee's dignity as a human being. Second, job satisfaction is related to overall well-being. Job satisfaction has been linked to the quality of an employee's life outside the work role. Third, job satisfaction has been studied to enhance employee productivity/performance, engagement, and organizational functioning (Kahn, 1990). Job satisfaction enhances both the organization's and the workers' well-being (mental, physical, emotional, and financial). Job satisfaction is closely related to life satisfaction in general. The relationship between three institutional or organizational support factors (salary, supervisory support, and coworker relations) and job satisfaction will have implications for retaining talent workers.

Job satisfaction is closely linked to a personal value system and meaningful work has become one of the most important values for a working person. A classic definition of job satisfaction is "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304, cited in Unutmaz, 2014, p. 5). Locke's job satisfaction model (1976) has two dimensions: job components (i.e., reward, interest, challenge, autonomy, relation with co-workers, opportunities to use abilities, creativity, variety, self-esteem, pay, promotion, and supervision) and comfort factors (i.e., working hours, travel time, physical

surrounding, characteristics of the enterprise and its management, fit between employees, work, and expectations in the workplace). It is apparent that job satisfaction entails an interaction between workers and their work environment and between what they want from their jobs, and what they perceive and receive. Therefore, job satisfaction has both subjective and objective aspects. Job satisfaction is an important outcome of workers' work experience. A Likert scale survey is often used to depict the degree of job satisfaction. Such measurements can be attitudinal, behavioral, and well-being relevant. The outcome can be positive or negative. Negative job satisfaction may result in burnout and other stress symptoms, turnover, absenteeism, tardiness, accidents, strikes, grievances, sabotage, quiet quitting, etc.

The pertinent social-psychological issues of job satisfaction and the retention of talented workers, especially talented women workers, are not about how much professional women are working outside the home, but rather how well both men and women manage a diversity of life demands (e.g., stress management and resilience) and the support systems (e.g., organizational, family, and community) available to working women (Lin & Moore, 1983). Therefore, the goal of realizing work-life balance and well-being is through managing multiple-role demands at work and home. Both working men and working women need to define and redefine four elements of human interaction: self and roles, others, the situation, and daily life demands (Lin, 2000; 2014; 2022). From an organizational perspective, job satisfaction is one of the indicators for how healthy an organization is. Employees' satisfaction level affects organizational effectiveness and productivity. The more their jobs fulfill the workers' needs, the higher their job satisfaction (Taylor & Westover, 2011).

Both classic and recent studies have indicated that the job satisfaction construct is a complex, multidimensional entity of interconnected work tasks, work-life role relationships, intrinsic/extrinsic rewards, and an individual's ability to cope with work stress and challenges (Locke, 1976; Perdue, Reardon, & Peterson, 2007). A person may be satisfied with one dimension of the job and dissatisfied with another. It is possible for individuals to balance the specific satisfactions against the specific dissatisfactions, and in so doing arrive at a composite satisfaction with both intrinsic and extrinsic factors. Since job satisfaction is relatively subjective, researchers often ask the study subjects a simple question, "On a scale of 1 to 10, 1 being extremely dissatisfied and 10 being extremely satisfied, please rate your satisfaction level".

Job satisfaction is an employee's positive attitude towards the organization, co-workers, and tasks (Sypniewska, 2013). Therefore, work environment (organizational policies and workplace relations) is closely related to an employee's level of job satisfaction. Studies show that the more employees' work environment fulfills their needs, values, or personal characteristics, the greater the degree of job satisfaction (Sypniewska, 2013). In other words, job satisfaction represents an interaction between workers and the work environment and between what they want from their jobs and what they perceive and receive (Wright & Kim, 2004).

Job satisfaction impacts, influences, or shapes how one manages work experience. Job satisfaction research is complex, and requires looking at the interplay of a job and the job environment. Job satisfaction research has several focuses including the nature of work (such as—job design, job demands, autonomy, job variety, etc.; interpersonal relationships at work—relationships with peers and supervisors, communication within the workplace; environmental factors—working conditions, opportunities for self-improvement and self-actualization; and the reward system—pay and conditions, appraisal, promotion practices, etc.) that contribute to employees' job satisfaction (Unutmaz, 2014). Job satisfaction research is not static; it is dynamic. The degree of job satisfaction is both subjective and objective. It is the study of the interplay between and among internal and

external aspects of a worker's life. A study on job satisfaction may (1) explore both the positive and negative outcomes of job satisfaction at both organizational and individual levels; a negative outcome can be burnout and a positive outcome may entail job performance effectiveness; (2) explore the relationship between the meaning of work and job satisfaction; it is predicted that meaningful work brings a higher level of job satisfaction; (3) design Organization Development Interventions (ODI) to enhance job satisfaction at both organizational and individual levels; (4) explore personal factors and job satisfaction—gender, seniority, or length of employment, age, position, level of education, one's specialized work skills, and work-life conflict issues from a personal perspective; and (5) explore role congruence between the integrated women construct and job satisfaction. Therefore, the job satisfaction construct is viewed as a complex, multidimensional entity of interconnected work tasks, work-life role relationships, and intrinsic-extrinsic rewards (Cranny et al., 1992; Lin, 2022; Locke, 1976; Perdue et al., 2007).

Work-Life Balance (Family Support System, Time Management, Children/Dependent Demands, & Family Needs)

Work-life balance refers to “an individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities” (Hill, Gawkins, Ferris, & Weitzman, 2001, p. 49). Work-life balance means a person has a right to negotiate and share his/her expected roles both at work and in the family (Lin, 2022). It refers to the accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains (Grzywacz & Carlson, 2007).

Although dual-career and two paycheck families tend to be more egalitarian, as mentioned earlier, women still hold major responsibility for children and housework (Lin et al., 1985). Due to the integration of women's traditional family and emerging career roles (Lin & Moore, 1985), stress and role overload, especially daily life demands (Chen & Lin, 1992) are inevitable experiences for working women and families. Since stress and work-family conflict are inevitable, the research questions began to focus on how working women cope with work/family stress, how to reduce work-family conflict, and ways to sustain work-family balance (Carlson et al., 2019; Geier, 2017; Uddin, 2021). A recent study of work-life balance and job satisfaction among doctors in Pakistan (Malik et al., 2010) found that doctors who are better able to manage their work and life responsibilities have low burnout levels and experience more job satisfaction and ultimately result in less turnover. Another cross-cultural study found that a high level of work-life balance was more positively associated with job and life satisfaction for individuals in collectivistic cultures. High levels of work-life balance were more positively associated with job and life satisfaction and more negatively associated with anxiety for individuals in gender egalitarian cultures. Overall, the study found strong support for work-life balance being beneficial for employees from various cultures (Malaysian, Chinese, New Zealand, Spanish, French, and Italian) and for culture as a moderator of these relationships (Haar, Russo, Sunyer, & Ollier-Malaterre, 2014).

Work Environment (Hybrid Work and Workplace Policies)

Work environment is the collection of situational factors (hybrid work: work hours, location, hybrid models, and flexibility), workplace policies, peer/supervisor support and relations, benefits and rewards, etc., that constitute the corporate atmosphere. A work environment refers to the work setting in which employees work and how it impacts workers. Work environment is closely related to organizational culture which may include corporate conditions (work policies, physical features, leadership style, company values, respect for employee opinions and social behaviors, job benefits and job conditions). Moreover, work environment is closely related

to employees' job satisfaction because work environment impacts employee morale, influences team morale, and creates the conditions of a job (e.g., working hours, flexibility of scheduling work, level of oversight, terms of employment, and employee compliance with safety legislation, etc.). Hybrid work is a working arrangement whereby the location from which employees work is flexible. With the freedom to choose whether to work onsite or offsite, as employees and employers see fit, the hybrid model combines working in the office and at home into an employee's schedule (Apollotechnical Solution, 2022). Since the COVID-19 pandemic, many organizations have adopted a hybrid model that combines remote work with time in the office. But while productivity may have gone up, many employees report feeling anxious and burned out. That's because anxiety is known to reduce job satisfaction, negatively affect interpersonal relationships with colleagues, and decrease work performance. The survey by McKinsey & Company (Alexande, Aaron De Smet, Langstaff, & Ravid, 2021) revealed that (1) organizations with clearer communication are seeing benefits to employee well-being and productivity; (2) most employees would prefer a more flexible working model even after the pandemic is over; (3) the majority of employees would like to work from home at least three days per week in the future; (4) employees with young children were more likely to primarily prefer remote working models; (5) employee hopes and fears for the future reflected a focus on flexibility, well-being, and compensation; and (6) employees ranked clear hours and expectations for collaboration in their top five policies. Several other collaboration policies, including technologies that enable on-site employees to dial-in to remote meetings and guidelines for documentation, also received significant support. Collaboration tools, and training for those tools, were also rated high for employees, as was reimbursement for remote-work office setups. Micro-connectivity policies were top policies for more than a quarter of all respondents.

Well-Being (Physical/Mental Health Well-Being, Financial Well-Being, & Psychological Well-Being)

In general, well-being denotes the presence of positive emotions and moods (e.g., contentment, happiness), the absence of negative emotions (e.g., depression, anxiety), satisfaction with life and job, fulfillment, and positive functioning. Researchers from different disciplines have examined different aspects of well-being that include physical, economic (financial), social, emotional, psychological, job satisfaction, and positive meaning of work and activities. According to the International Labor Organization (ILO, 2023), workplace well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work, work organization, and workers' feeling toward pay equity and financial independence. A worker's well-being is a key factor in determining an organization's long-term effectiveness. Many studies show a direct link between productivity levels and the general health and well-being of the workforce (Blustein, Kenny, Autin, & Duffy, 2019; Brown & Lent, 2016).

Conceptual Model

Based on the literature review, we have derived a conceptual framework (see Figure 1) to guide the present research. Key variables for the present study include: Integrated Women Framework, personal resilience, meaning of work, well-being, workplace policy, hybrid work, and job satisfaction.

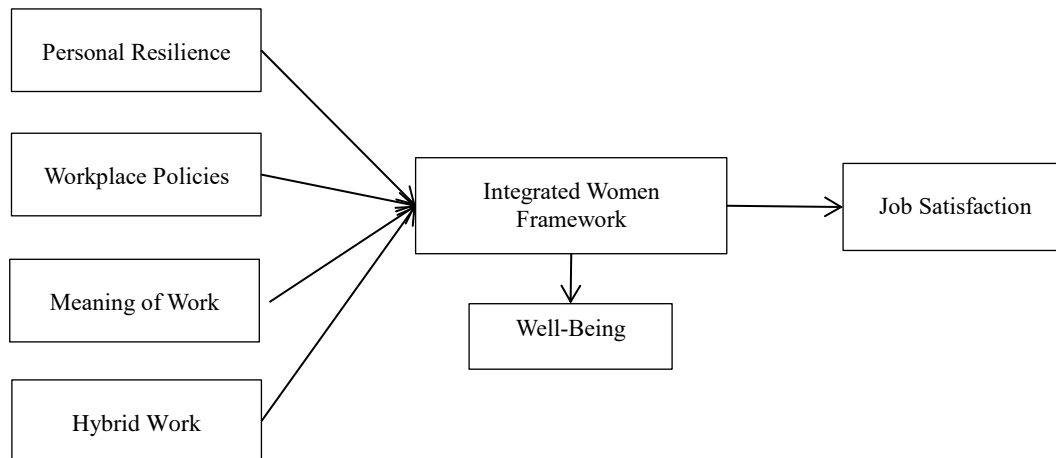


Figure 1. Conceptual model: Integrated women framework, personal resilience, hybrid work, meaning of work, workplace policies, well-being, and job satisfaction.

Operational Definitions for Key Variables

Well-Being

Physical, emotional, and financial independence (meet financial commitments; have a financial plan for future needs; can spend own money as needed).

Integrated Woman Framework

Independence and freedom; ability to make choices (opportunities to perform variety of tasks of personal interest); flexibility; ability to maximize work-life balance; high degree of personal resilience.

Personal Resilience

Confident in achieving goals; strengths gained from experience; ability to bounce back from failure; good at problem solving; calm when a crisis is encountered; able to manage unpleasant feelings, constructively take feedback; share concerns and feelings with family and friends, able to adapt to change, aware of self-strengths; aware of areas for improvements.

Meaning of Work

Work provides a greater purpose and a sense of achievement, meaningful work, and awareness that one's work will affect other people's well-being.

Job Satisfaction

Having both intrinsic and extrinsic satisfaction; recognition in the workplace or for work performed, supervisor support (respect from supervisor, positive working relations with supervisor, positive relationships with co-workers, ability to speak with supervisor on work related issues), opportunities to provide input.

Hybrid Work

Organizational support for remote flexibility; organizational technology (infrastructure, capability, and collaboration) supports remote work; organizational policy supports hybrid work.

Work Policies

Favorable working conditions may include organizations increasing the number of women in the workforce, organization providing a safe workplace, work policies for women workers, support for women employees.

Research Methodology: China Data Collection and Tools

The quantitative study was conducted by the researchers in India, China, and Myanmar, respectively. In this process, the Indian and Chinese teams conducted online surveys via the SurveyMonkey platform, while the Burmese team used offline questionnaires. The survey data were collected during June-September 2022 and March-May 2023 and analyzed using SPSS. The qualitative study was designed to be conducted through one-on-one interviews (phase two of the research) carried out in the three countries respectively and will be the subject of content analysis. The present paper is based on China data from the survey.

Quantitative Data: SurveyMonkey and Google Form

In this study, all countries except Myanmar used SurveyMonkey for data collection. Once the survey was ready, it was entered into SurveyMonkey. The digital survey version for China was created on the SurveyMonkey platform for distribution. Prior to formal data collection, pilot studies were conducted using both English and Chinese versions. Then based on the pilot studies, minor changes were made in both versions such as reversing or removing some items. Following that, links and QR codes were created again and sent out with snowballing and convenient sampling as the approaches through social media channels like Weixin, WhatsApp, and Email. Figure 2 shows the survey process in China.

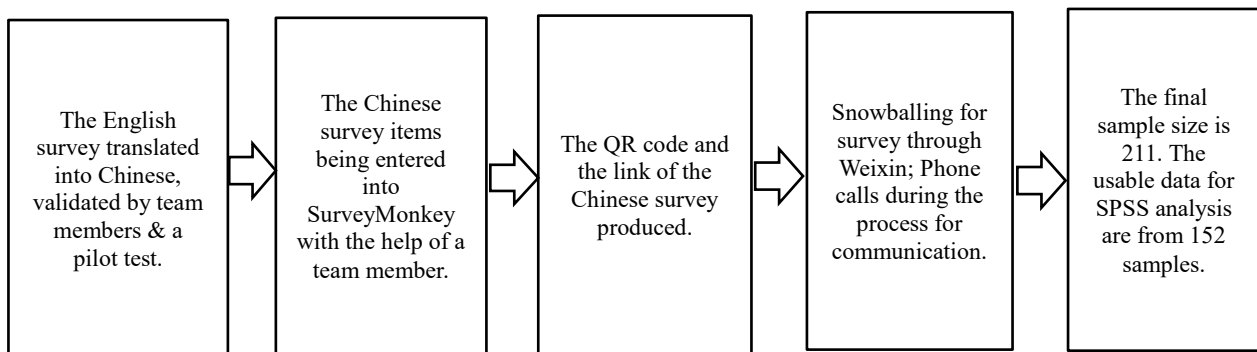


Figure 2. Survey in China.

Bilingual Survey

The original survey was designed in English. However, as it was to be conducted in China, it needed to be translated into Chinese. Translating the survey items from English into Chinese was not difficult. Yet there were altogether five versions of the Chinese survey. The first English version was for India. Therefore, when translation was conducted from the Indian version to Chinese, some changes were necessary such as the title with the name of the country, team members, and currency in a survey item about income. After the first version of the survey translation was completed, the result of the pilot study of the English language survey was reported and as a result, some changes were made to the English survey items. Hence, corresponding changes were made in the Chinese survey. The back translation was affected back and forth between the two languages. Four of the core researchers are bilingual. When it was entered into the SurveyMonkey platform, again, further changes took place to align with the English version in the platform. When the Chinese survey was definitively finalized, it was the fifth version. It is well to note that the issues that arose in the translation of the survey were not about language, but about keeping up with the changes to the original survey in both content and form. Timely communication among team members was essential so that problems could be clarified and resolved. In addition,

after the data collection, the data needed to be translated back to English for analysis. (Note: For more detailed discussion on issues with multi-cultural studies, please see the forthcoming paper by the present team.)

Data Analysis and Findings

In this section, we describe the measures used in the current study, followed by our hypotheses and analysis, our plan to test the hypotheses, and we end with the main findings of the present study.

Measures

1. Social Demographic Information:

The respondents' demographic information was collected.

2. Employment Information:

The respondents answered questions about their employment.

All the following seven measures used a five-point Likert scale that ranged from 1 = strongly agree to 5 = strongly disagree. The following measures have demonstrated acceptable psychometric characteristics including reliability and construct validity (Lin et al., unpublished manuscript).

3. Predictors Related to Work Environment:

Hybrid work (HW) was measured with five items that evaluate how well organizations support remote flexibility and organizational technology supports remote work (Apollotechnical Solution, 2022). For example, "My organization supports remote flexibility". The Cronbach's alpha in the present study was 0.820.

Workplace policies (WP) were measured with four items that evaluate favorable working conditions for women, such as increasing the number of women employees and supporting women employees (Alexander et al., 2021). For example, "My organization has initiatives to support women employees". The Cronbach's alpha in the present study was 0.811.

4. Predictors Related to Personal Factors:

Meaning of work (MW) was measured with three items that assess the respondent's view of meaningful work, a sense of achievement, and a greater purpose (Bailey & Madden, 2016; McKinsey & Co., 2021). For example, "The work that I do is meaningful". The Cronbach's alpha in the present study was 0.832.

Personal resilience (PR) was measured with nine items that focus on the ability to bounce back from adversity (Beardslee, 1989; Jackson et al., 2007; Mealer et al., 2012; Polk, 1997; Tugade & Fredrickson, 2004). For example, "I quickly bounce back from failure". The Cronbach's alpha in the present study was 0.931.

5. Central Variable: Integrated Women Framework (IWF):

Integrated Women Framework (IWF) was measured with four items that evaluate the sense of independence, agency, flexibility, and work-life balance (Lin & Moore, 1983). For example, "I have considerable independence and freedom in how I do the work". The Cronbach's alpha in the present study was 0.763.

6. Job Satisfaction (JS) and Well-Being (WB):

Job satisfaction (JS) was measured with five items which include intrinsic and extrinsic motivation, recognition, positive relationships, and opportunities (Unutmaz, 2014). For example, "I receive recognition for work that I perform". The Cronbach's alpha in the present study was 0.904.

Well-being (WB) was measured with three items which include physical well-being, emotional well-being, and financial independence (Blustein et al., 2019; Brown & Lent, 2016). For example, "Conditions at work are pleasant or safe". The Cronbach's alpha in this study was 0.837.

Analysis Plan

SPSS was used for descriptive statistics and correlations among variables. Furthermore, Path Analysis was performed using Amos Graphics 24.00 (SPSS Inc., Chicago, IL) to examine the relations among hybrid work, workplace policies, personal resilience, meaning of work, Integrated Women Framework, job satisfaction, and well-being. In addition, the Bootstrap Technique was conducted in Amos to test the mediating effect of the Integrated Women Framework. Maximum Likelihood (ML) estimation was used for the analysis. The chi-square test, Root-Mean-Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI) were used to evaluate the models' goodness-of-fit. Values of 0.06 or less for RMSEA and values of 0.95 or more for CFI indicated acceptable model fit (Hu & Bentler, 1999; Kline, 2016).

Main Findings

The main findings section includes: (1) descriptive statistics of the most important demographic and employment characteristics of our respondents; (2) correlational analysis of the demographics, employment characteristics, and psychosocial variables; and (3) the main path analysis testing the mediating effects of the Integrated Women Framework.

Descriptive Statistics

Table 1 presents the mean, standard deviation, frequency of question options related to the respondents' demographic and employment information. Missing data were visually inspected. Cases ($n = 31$) that had missing responses had large amounts of missing data. We employed list-wise deletion to remove these cases from the analysis. Below we summarize the most important characteristics of our respondents.

Family. Most respondents were married (74.3%) and only 2.6% were divorced or separated. Half (50%) of those married had been married for more than 10 years and 28% had been married between 1-10 years. Most respondents were between the ages of 31-45 (69.1%) and had children (71.7%), those who did had 1 child (48.7%) or 2-3 children (23.0%).

Most were nuclear families (64.5%) and about one third (32.9%) lived with their parents/in-laws. Over two thirds (76.3%) preferred egalitarian marriage lifestyle, and only 2.6% preferred traditional male-dominated family lifestyle.

Education and socioeconomic status. The majority of the respondents were college/university graduates (90.1%), among whom 46.0% had a Master's or Doctor's degree. The majority were middle or upper class (62.5%), and about one-fourth (23.7%) of the respondents would rather not provide information about their socioeconomic status.

Work. Almost all (86.2%) respondents worked full-time, with only 4.6% working part-time and 9.2% being contract workers. Over half (63.8%) of the respondents preferred flexible working schedules, one-third (32.9%) chose in-office, and only 3.3% preferred distance working. Respondents worked in a variety of industries, with close to half (42.8%) of them working in the educational field, 15.1% in public service work, and 13.8% in industrial manufacturing. Regarding work hours, 38.8% of the respondents worked more than 40 hours per week, and less than one-third (26.3%) of respondents worked less than 40 hours per week.

In terms of supervisory roles, only a small percentage of the respondents (2.0%) had high ranking leadership roles, with 20.4% occupying a middle ranking management role, and almost half of them (46.1%) being entrepreneurs. Approximately one quarter (21.7%) of the respondents considered themselves "seasoned workers",

while only 2.0% considered themselves to be “the company’s boss”. Yet, 6.6% listed themselves as managers or group leaders. The participants worked in different sized companies: 30.9% worked in companies with less than 100 employees; 31.6% in companies with between 100 and 500 employees; and 30.9 % in companies with 500-5000 employees. Most of the respondents worked for Chinese locally based companies, and only 7.9% worked for international corporations.

Table 1

The Demographic Characteristics of the Samples (n = 152)

Age	Frequency	Percent	Childcare Number	Frequency	Percent	Industry	Frequency	Percent
Under 25	5	3.3	None	83	54.6	Pharma and Health Services	6	3.9
25-30	19	12.5	One	42	27.6	Retail and Customer Goods	7	4.6
31-35	34	22.4	Two	18	11.8	Industrial Manufacturing	21	13.8
36-40	30	19.7	Total	143	94.1	Education Sector	65	42.8
41-45	41	27.0	Missing	9	5.9	Media and Telecommunications	2	1.3
46-50	13	8.6	Sum	152	100.0	Information Technology	9	5.9
Over 50	10	6.6	<i>Mean=1.55 Std. Deviation=.709</i>			Public Sector (government, civil	23	15.1
Total	152	100.0	Commuting Family	Frequency	Percent	Energy Utilities and Resources	3	2.0
<i>Mean=4.07 Std. Deviation=1.495</i>			Yes	29	19.1	Other	16	10.5
Education	Frequency	Percent	No	101	66.4	Total	152	100.0
Doctoral degree (e.g. PhD, E.D, OD, etc.)	6	3.9	Other	10	6.6	<i>Mean=4.84 Std. Deviation=2.135</i>		
Master's degree or above	64	42.1	Total	140	92.1	Role in Organization	Frequency	Percent
Bachelor's degree	67	44.1	Missing	12	7.9	Sr. Leadership	3	2.0
Highschool	4	2.6	Sum	152	100.0	Middle Management	31	20.4
Other	11	7.2	<i>Mean=1.86 Std. Deviation=.512</i>			Individual contributor	70	46.1
Total	152	100.0	Family Type	Frequency	Percent	Manager or Team lead	10	6.6
<i>Mean=2.67 Std. Deviation=.890</i>			Nuclear Family	98	64.5	Business Owner	3	2.0
Economic Class	Frequency	Percent	Live with Parent(s)/In laws	50	32.9	Skilled worker	33	21.7
Upper Class	3	2.0	Joint family	4	2.6	Unskilled worker	2	1.3
Middle Class	92	60.5	Total	152	100.0	Total	152	100.0
Lower Class	21	13.8	<i>Mean=1.38 Std. Deviation=.539</i>			<i>Mean=3.57 Std. Deviation=1.512</i>		
I prefer not to say	36	23.7	Choice Way of Life	Frequency	Percent	Working Hours Per Week	Frequency	Percent
Total	152	100.0	A traditional marriage with the husband assuming the responsibility	4	2.6	Less than 10 hours	10	6.6
<i>Mean=2.59 Std. Deviation=.872</i>			Husband and wife share responsibilities	116	76.3	20 hours to 39 hours	30	19.7
Marital Status	Frequency	Percent	Remaining single	21	13.8	40 hours	47	30.9
Single	34	22.4	Married couple to have a better social life	5	3.3	More than 40 hours	59	38.8
Married	113	74.3	Other	6	3.9	Number of work hours varied from time to time	6	3.9
Divorced/ Separated	4	2.6	Total	152	100.0	Total	152	100.0
Widow	1	.7	<i>Mean=2.51 Std. Deviation=1.122</i>			<i>Mean=3.18 Std. Deviation=1.086</i>		
Total	152	100.0	Employment Status	Frequency	Percent	Organization Size	Frequency	Percent
<i>Mean=1.82 Std. Deviation=.494</i>			Full-time	131	86.2	Less than 100 employees	47	30.9
Marriage Duration	Frequency	Percent	Part-time	7	4.6	200 to 500 Employees	48	31.6
Less than one year	2	1.3	Contract/ Temporary	14	9.2	500 to 5000 Employees	47	30.9
1-5 years	14	9.2	Total	152	100.0	5000 to 25000 Employees	8	5.3
6-10 years	27	17.8	<i>Mean=1.23 Std. Deviation=.603</i>			More than 25000 - 100000 Employees	2	1.3
More than 10 years	76	50.0	Trend of Worksite	Frequency	Percent	Total	152	100.0
Total	119	78.3	Remote	5	3.3	<i>Mean=2.14 Std. Deviation=.966</i>		
Missing	33	21.7	In-Office	50	32.9	Organisation Presence	Frequency	Percent
Sum	152	100.0	Flexible	97	63.8	Global presence	12	7.9
<i>Mean=3.49 Std. Deviation=.769</i>			Total	152	100.0	Local Presence	140	92.1
Number of Children	Frequency	Percent	<i>Mean=2.61 Std. Deviation=.554</i>			Total	152	100.0
None	35	23.0				<i>Mean=1.92 Std. Deviation=.271</i>		
One	74	48.7						
Two-Three	35	23.0						
Total	144	94.7						
Missing	8	5.3						
Sum	152	100.0						
<i>Mean=2.00 Std. Deviation=.700</i>								

Correlational Analyses

Correlational analyses were conducted to understand the relations among demographics, employment characteristics, work-related environmental variables (workplace policies and hybrid work), personal factors (resilience and meaning of work), Integrated Women Framework, and outcome variables (job satisfaction and well-being). The correlations are presented in Table 2.

Table 2

Correlations of Variables (n = 152)

	AG	ED	EC	MS	MA	NOC	CN	CF	HS	SL	ES	TOW	IN	RIO	WH	OS	IO	MW	JS	IW	PR	WB	HW
Age (AG)																							
Education (ED)	.076																						
EconomicClass (EC)	-.056	.082																					
Marital Status (MS)	.429**	.178*	.009																				
Years of Marriage (YOM)	.745**	.128	-.124	-.059																			
Number of Children (NOC)	.437**	.143	-.138	.492**	.340**																		
Childcare Number(CN)	.067	.006	-.044	.308**	-.034	.576**																	
Commuting Family (CF)	-.066	-.035	-.042	-.068	-.097	-.152	-.127																
Family Type (FT)	.294**	-.027	-.019	.257**	-.198*	-.130	.038	.128															
Satisfied Lifestyle (SL)	.336**	-.091	.050	-.177*	-.213*	.296**	-.182*	-.006	.193*														
Employment Status (ES)	-.017	.080	.192*	.032	.006	-.113	-.066	.084	.176*	.110													
Trend of Worksite (TOW)	.088	-.131	.021	-.074	.049	-.095	-.029	.021	-.069	-.188*	-.142												
Industry (IN)	-.020	.136	.068	.092	-.143	-.061	-.056	-.013	-.080	-.071	.003	-.087											
Role in Organization (RIO)	.219**	-.181*	.061	-.117	.255**	-.033	.069	-.052	.058	.076	-.035	.015	-.056										
Working Hours (WH)	.013	.109	-.084	.000	-.018	-.009	-.014	.040	.110	-.036	-.093	.073	.001	-.066									
Organization Size (OS)	-.066	.245**	-.102	-.013	-.156	.074	.086	-.036	-.145	.024	-.183*	.021	.249**	.030	.057								
International Organization (IO)	.128	-.026	.059	.089	.019	.112	.074	.026	.163*	.111	.112	-.077	-.045	.126	.048	.235**							
Meaning of Work (MW)	-.193*	.024	.202*	-.006	-.099	-.210*	-.153	-.010	.078	.102	.085	-.037	.035	.139	-.073	-.125	.032						
Job Satisfaction (JS)	-.079	-.117	.034	.002	.047	-.181*	.002	.056	-.024	.184*	.099	.002	-.132	.081	-.051	.013	.036	.447**					
Integrated Women (IW)	-.063	-.066	.006	-.050	-.003	-.132	-.046	.171*	.042	.131	.058	.007	.212**	.088	.186*	-.002	.133	.394**	.579**				
Personal Resilience (PR)	-.122	-.113	.069	-.146	.009	-.170*	-.016	.077	.120	-.008	.073	.010	-.132	.156	-.097	-.173*	.105	.636**	.471**	.482**			
Well-Being (WB)	-.045	-.003	.049	.011	-.082	-.090	.083	.108	.016	.014	.128	.069	-.092	.114	.071	-.039	.178*	.278**	.414**	.467**	.472**		
Hybrid Work (HW)	-.099	.075	.068	.016	-.122	-.086	-.042	.136	.020	.057	-.015	-.146	-.060	.077	.213**	-.067	.114	.310**	.284**	.460**	.319**	.319**	
Workplace Policy (WP)	-.021	.014	.080	.088	.056	-.105	-.052	.073	-.039	-.013	.007	.054	-.206*	.056	-.033	-.142	.221**	.356**	.423**	.375**	.363**	.366**	.421**

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Results in Table 2 indicate that the mediating variable—Integrated Women Framework—positively related to hybrid work, workplace policies, meaning of work, personal resilience, well-being, and job satisfaction. In other words, women who have flexible work arrangements, favorable workplace policies, sense of the meaningfulness of their work, and resilience are more likely to align with an Integrated Women Framework. Furthermore, they are more likely to have higher levels of well-being and job satisfaction. These positive medium-level correlations among key variables support further path analysis to better understand the mediating effects of an Integrated Women Framework.

Path Analysis

Path analysis was conducted to test the hypothesized conceptual model as illustrated in Figure 1. In the conceptual model, hybrid work (HW), workplace policies (WP), meaning of work (MW), and personal resilience (PR) were the exogenous variables; Integrated Women Framework (IWF) was the endogenous mediating variable; well-being (WB) and job satisfaction (JS) were endogenous dependent variables. Moreover, we included all the exogenous variables correlated with one another in this model. Based on this conceptual model, we hypothesized that:

- (1) Integrated Women Framework would mediate the associations between workplace environment factors (i.e., workplace policy and hybrid work) and job satisfaction.
- (2) Integrated Women Framework would mediate the relations between personal factors (i.e., personal resilience and meaning of work) and job satisfaction.
- (3) Integrated Women Framework would mediate the association between workplace environment factors (i.e., workplace policy and hybrid work) and well-being.
- (4) Integrated Women Framework would mediate the links between personal factors (i.e., personal resilience and meaning of work) and well-being.

Fit indices for our conceptual model demonstrated a reasonable model fit: $\chi^2(9) = 48.909$, $p < 0.001$, $\chi^2/df = 5.434$, RMSEA = 0.171, 90% CI [0.126, 0.220], CFI = 0.880. AMOS provided modification indices which suggested that adding a direct path from personal resilience to well-being would greatly improve the model fit. Considering the relation between personal resilience and well-being had been supported by theory and research, we added this path to the model. The model fit improved some: $\chi^2(8) = 32.780$, $p < 0.001$, $\chi^2/df = 4.097$, RMSEA = 0.143, 90% CI [0.094, 0.196], CFI = 0.926. Since the RMSEA was still higher than the accepted level (i.e., 0.08), we considered two more suggestions provided by AMOS modification indices: adding a direct path from personal resilience to job satisfaction, and a direct path from workplace policies to job satisfaction. These relations have been supported by the existing theory and research, so we added these two paths to the model one by one.

According to the criteria (Hu & Bentler, 1999; Kline, 2016), the final model had acceptable goodness-of-fit: $\chi^2(6) = 13.567$, $p < 0.05$, $\chi^2/df = 2.261$, RMSEA = 0.091, 90% CI [0.023, 0.157], CFI = 0.977. The final model with standardized and unstandardized coefficients is illustrated in Figure 3.

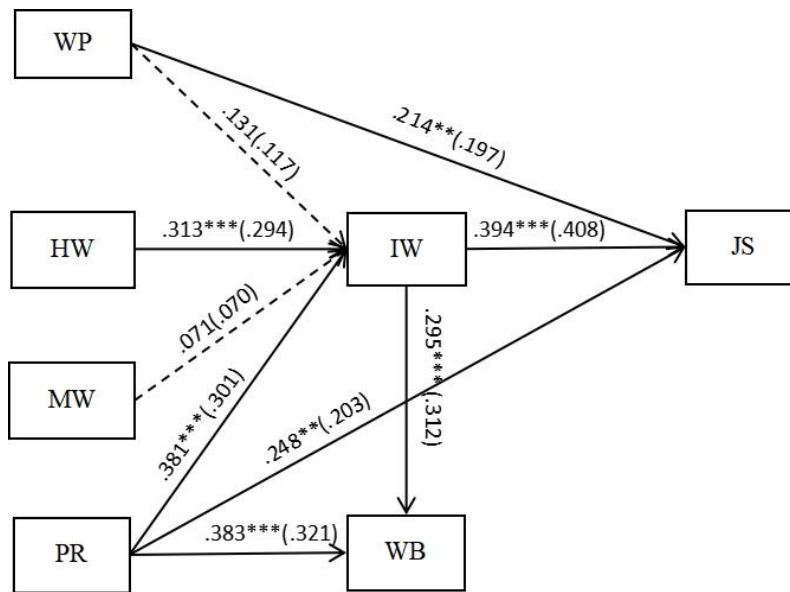


Figure 3. Direct effects of the final model.

Notes. Unstandardized with standardized effects in the parentheses; significance (e.g., P Value: $0 < p \leq 0.001 \rightarrow ***$, $0.001 < p \leq 0.01 \rightarrow **$, $0.01 < p \leq 0.05 \rightarrow *$, $p > 0.05 \rightarrow$ rejected. (Dotted lines indicating non-significant effects.)

The examination of the parameter estimates indicated positively significant path coefficients from hybrid work and personal resilience to Integrated Women Framework ($\beta = 0.29$, $t = 3.968$, $p < 0.001$; $\beta = 0.30$, $t = 3.463$, $p < 0.001$). Moreover, path coefficients from workplace policies, personal resilience, and Integrated Women Framework to job satisfaction were positively significant ($\beta = 0.20$, $t = 2.857$, $p < 0.01$; $\beta = 0.20$, $t = 2.779$, $p < 0.01$; $\beta = 0.41$, $t = 5.571$, $p < 0.001$). Lastly, path coefficients from personal resilience and Integrated Women Framework to well-being were positively significant ($\beta = 0.32$, $t = 4.126$, $p < 0.001$; $\beta = 0.31$, $t = 4.015$, $p < 0.001$).

Partially supporting our Hypothesis (1), results of the bootstrap test indicated that Integrated Women Framework significantly and fully mediated the relation between hybrid work and job satisfaction, standardized indirect effect estimate = 0.120, 90% percentile = [0.073, 0.187], $p < 0.01$. However, our hypothesis regarding

the mediating effect of Integrated Women Framework between workplace policies and job satisfaction was not significant, standardized indirect effect estimate = 0.048, 90% percentile = [-0.003, 0.110], $p > 0.05$.

Partially supporting our Hypothesis (2), results of the bootstrap test indicated that Integrated Women Framework significantly and partially mediated the relation between personal resilience and job satisfaction, standardized indirect effect estimate = 0.123, 90% percentile = [0.051, 0.212], $p < 0.01$. However, our hypothesis regarding the mediating effect of Integrated Women Framework between meaning of work and job satisfaction was not significant, standardized indirect effect estimate = 0.028, 90% percentile = [-0.020, 0.119], $p > 0.05$.

Partially supporting our Hypothesis (3), results of the bootstrap test indicated that Integrated Women Framework significantly and fully mediated the relation between hybrid work and well-being, standardized indirect effect estimate = 0.092, 90% percentile = [0.031, 0.147], $p < 0.05$. However, our hypothesis regarding the mediating effect of Integrated Women Framework between workplace policies and well-being was not significant, standardized indirect effect estimate = 0.036, 90% percentile = [0.000, 0.098], $p > 0.05$.

Partially supporting our Hypothesis (4), results of the bootstrap test indicated that Integrated Women Framework significantly and partially mediated the relation between personal resilience and well-being, standardized indirect effect estimate = 0.094, 90% percentile = [0.036, 0.202], $p < 0.01$. However, our hypothesis regarding the mediating effect of Integrated Women Framework between meaning of work and job satisfaction was not significant, standardized indirect effect estimate = 0.022, 90% percentile = [-0.016, 0.087], $p > 0.05$.

To sum up, the mediating effects Of Integrated Women Framework were similar for the two outcomes of endogenous dependent variables: job satisfaction and well-being. For both, Integrated Women Framework significantly mediated the relations between hybrid work and the outcomes, as well as the relations between personal resilience and the outcomes.

Discussion, Practical Implications, Limitations, and Recommendations for Further Studies

The Integrated Women Framework has significant implications for improving job satisfaction and well-being, making it a valuable intervention for enhancing the quality of life for women. The framework's direct effects have demonstrated considerable and meaningful impacts on both job satisfaction and well-being, providing promising evidence to support its continued implementation as an intervention.

Additionally, two key predictors of the Integrated Women Framework, namely hybrid work and personal resilience, have been found to have significant indirect influence on job satisfaction and well-being. The incorporation of the Integrated Women Framework plays a crucial role in mediating the relationship between hybrid work and the outcomes of job satisfaction and well-being thereby indicating that allowing for hybrid work arrangements in the workplace is instrumental in improving the quality of life for women in the workforce.

Moreover, the Integrated Women Framework acts as a mediator for the effect of personal resilience on job satisfaction and well-being. This study's model does not fully explain the concept of personal resilience as further research is necessary to identify the factors that predict this characteristic. Exploring the relationship between workplace policies and personal resilience is essential, as they exhibit positive and significant correlations. Future studies should investigate whether workplace policies positively predict and/or mediate personal resilience. Notably, future studies with larger sample sizes should retest the indirect effects of this model as bootstrapping proves to be more effective with larger sample sizes. In addition to increasing sample size, a cross-cultural comparative study will also prove beneficial for researchers and business leaders to understand how cultural factors may also affect job satisfaction among women workers in Asia and other parts of the world.

In conclusion, applying an Integrated Women Framework shows promising outcomes for the quality of life for women based on our preliminary data in China. When coupled with hybrid work, the quality of life for women in the workforce shows significant improvement. The improvement in quality of life through these two interventions provides promising evidence and a practical capacity for implementation by employers. Enhancing job satisfaction requires simultaneous effort on both levels: the personal (strengthening personal resilience skills, including stress management skills to promote worker's work-life balance, to overcome challenges and instill positive meaning in their work) and organizational (creating a favorable work environment, especially work pattern flexibility and related work policies). Both personal and organizational efforts must be taken into account to promote the wellbeing of workers.

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Appendix 1

Research Team Members' Brief Bios (in Alphabetical Order of Members' Last Name)

Kamaljit Grewal, MA, is an accomplished change management and organizational development professional with experience in driving successful transformations. She holds an Executive Postgraduate Diploma in Organization Development & Change from Tata Institute of Social Sciences, a Master of Educational Technology & Computer Application from SNDT University, and later an Executive Postgraduate Diploma in Business Analytics from Tata Institute of Social Sciences. Additionally, she is a Prosci® Certified Change Practitioner, a Change Management Practitioner from APMG International-AXELOS UK, and has undergone training in Whole System Transformation from Sullivan Transformation Agents. Kamaljit possesses a strong educational foundation and has held leadership roles at Fiserv, Barclays, Fujitsu, and Infosys Consulting. Her expertise spans Change Methodologies, Organizational Development, Leadership Development, Learning and Development, Business Consulting, Data Analytics, and Emotional Intelligence. Through her ability to leverage technology, data, and emotional intelligence, she drives meaningful change and enhances organizational performance.

Hongmei Han, Ph.D. OD candidate in ABAC Graduate School of Business and Advanced Technology Management, Assumption University, Thailand, Professor of English language and literature and vice dean of the School of Foreign Languages in the Institute of Disaster Prevention. Her research area includes English teaching, translation, corpus linguistics, and OD. She has taught English and non-English majors various English courses and was honored “Teacher of the Year” five times by the Institute of Disaster Prevention. In addition, she has had four textbooks published. Besides teaching, she is keen on translation. She has published Chinese translations of seven English books covering the domains of business and psychology as an independent translator or a co-translator. In addition, as a Ph.D. OD candidate, she has interest in theories and practice concerning leadership.

Phylis Lan Lin, Ph.D., Professor Emerita, University of Indianapolis and Senior Advisor, Asia Organization Development (AODN). She received the UIndy Meritorious Award for 45 years of dedicated teaching, administration, and service, and the Phylis

Lan Lin Department of Social Work is named in her honor. Dr. Lin received a Ph.D. in sociology from the University of Missouri in 1972. She is a prolific writer and editor in Chinese and English, including numerous research papers, monographs, and books, including *Organizational Behavior*, *Stress Management: Enhancing Quality of Life*, *Marriage and the Family*, *Crisis Intervention: Theory and Practice*, *Service-Learning in Higher Education: Theory and Practice*, *Medical Sociology*, and *Dr. Phylis Lan Lin: Meet the Founder Compendium*. She organized and chaired international symposia on China, and the International Symposium on Service-Learning and International Symposium on Families: East and West. She established the University of Indianapolis Press. The Master Au Ho-Nien Museum, founded in 2004 at UIndy, is one of her enduring cultural legacies.

Liang Liu received Ph.D. in Information Technology from Assumption University of Thailand. Now, he is working in Suxin Jewelry Art Co., Ltd, China as the vice president. His professional interests focus on information technology application and information behavior analysis in business operations and current projects include online education platform management, enterprise's online information behaviors, and hospital's online information services.

Mengdi Liu, a Ph.D. OD candidate in ABAC Graduate School of Business and Advanced Technology Management, Assumption University, Thailand, a former Hanban Professional/Full-time Chinese Teacher in both University of International Business and Economics (UIBE), Beijing, China, and Confucius Institute in Assumption University (CIAU) in Bangkok, Thailand, and the former Strategic Planning Manager and the Organization Development Manager in Jing tai International Group in Thailand and Yuxuan Halal Food Co., Ltd. She has the academic background of Teaching Chinese to Speakers of Other Languages (MTC SOL), Cross-cultural Communication, Strategic Planning, and Organization Development. Her current research orientation is Crisis Management and Organizational Resilience.

Keith Miller, MSW, Ph.D., (He/They), is an assistant professor at the University of Indianapolis in the Phylis Lin Lan Department of Social Work. He focuses on using evidence from social epidemiology and social capital to promote health equity through community-based interventions and policy advocacy. Keith co-founded Pathway LLC, which aims to increase access to mental healthcare in southern Indianapolis and has also provided statistical analysis and policy development in partnership with the Indiana Council of Community Mental Centers and the Division of Mental Health and Addiction. In addition to his research and practice, Keith incorporates a pedagogy of liberation in his teaching and learning and believes in the power of small collaborative groups to create meaningful change in their communities. Keith's ultimate goal is to cultivate a sense of belonging through creativity, relationships, and science, and to work towards a world where people feel a sense of autonomy, dignity, and meaningful connection. He has also received the InQuery Grant from the University of Indianapolis to conduct a qualitative community assessment to assess the underlying needs of local neighborhoods that surround the University.

May Darli Phone Swe, Ph.D. OD Consultant, Founder of Future Shining Stars Education Consultancy, Peer Reviewer of International Journal of Research and Innovation in Social Science and Co-founder of Duwon Pharmacy Chain. Dr. May Darli received a Ph.D. in Organization Development from the Assumption University in 2021. Dr. May published her research article which is "Organization Development Intervention on Users Acceptance of Core Banking System in Myanmar" in 2021. She is consulting the retail and hospitality industry in standardizing the organizational operation processes. She is also working as a curriculum designer for personal and private institutions. The proficient areas of Dr May Darli are business development, negotiation, consultation, information technology and teaching.

Vijayakumar Parameswaran Unnithan, Ph.D., is a Researcher, Consultant and Career Coach based in Mumbai, India. He takes a distinctive research approach and argues for a practice perspective with a focus on collaboration between micro and macro-organizational aspects, to provide dynamic views of organizations. He has been teaching OD, Change and Leadership for the Master's in management students at various Universities and the Doctoral students at Assumption University, Thailand. He is on the Board of Directors at the Asia OD Network (AODN) and the Deputy Vice President of the Practice Sub-committee of the International Federation of Scholarly Associations of Management (IFSAM). He is an Erasmus Mundus Scholar and was

responsible for launching the first OD Diploma and OD Master's programs in a publicly funded University in India and setting up CareerTotus, an organization in the edtech space.

Hui Zhang, Ph.D., is currently an Assistant Professor of Psychology at University of Indianapolis. She received her Ph.D. in Educational Psychology from the University of Memphis and M.S. in Developmental Psychology from Central China Normal University. She teaches undergraduate and graduate courses in Research Methods, Statistics, and Developmental Psychology. She has a Quantitative Analysis Certificate, specialized in Structural Equation Modeling, Hierarchical Linear Modeling, Measurement and Evaluation, and Social Network Analysis. She also uses qualitative research methods, particularly the Interpretative Phenomenological Analysis, to understand in-depth life stories. Her current research interests focus on identity development and social networks from a sociocultural perspective. Her study on Asian Americans' Racial Discrimination and Conversations with Friends During the COVID-19 has been funded by the Society for the Psychological Study of Social Issues (American Psychological Association, Division 9). She also received the InQuery Grant from the University of Indianapolis for her PERSIST project to study preservice teachers' social networks, health, and well-being.

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