

# LIFE SATISFACTION OF YOUNG PAKISTANI WOMEN MANAGERS: MEASUREMENT OF VALIDITY AND RELIABILITY

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**Abstract.** *Young women are striving hard to break the norms of patriarchal society and be an active member of the working population of Pakistan.*

*However, the road to this achievement requires them to confront social gendered expectations and job-not-for-women attitudes. In urban areas of Pakistan, access to better education facilities and employment opportunities are enabling young women to showcase their talents. However, the decision to work outside the home along with their societal role expectations is challenging their subjective life experiences. Life satisfaction is a person's conscious cognitive evaluation of life. The purpose of this paper was to assess life satisfaction of young women managers while validating the satisfaction with life instrument. Primary data collected from 337 Pakistani young women managers were analyzed, using confirmatory factor analysis. Measurement model analysis showed that life satisfaction has a one-factor structure. The reliability of the scale was also found to be good. Consistent with the earlier studies, these results confirmed that life satisfaction is a unidimensional construct in the context of women managers in Pakistan.*

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## 1. Introduction

What is a good life? This question has been the center of academic debate for more than three decades with theoretical and empirical endeavors concentrating on the study of well-being (Diener & Suh, 2003). Among various forms of well-being, Subjective well-being (SWB) is viewed as a person's affective and cognitive evaluation of life. The former component measures pleasant and unpleasant emotional experiences while the latter component is a conscious self-evaluation of a person's overall life (Diener, 2000; Diener et al., 2003). Life satisfaction is an important concept in positive psychology, yet it has received limited academic attention when compared to affective well-being.

Enkvist et al. (2012) described life satisfaction as a comparison of life assessment as to what a person has of life vs. what he had expected of it, in general. Shekhar, Joshi, & Sanwal (2014) viewed life satisfaction as the fulfillment of a person's needs and wants for life. In an organizational context, employees' life satisfaction is crucial to organizational health because work is one of the key factors in assessing an individual's satisfaction with life (Hessels et al., 2018). Life satisfaction is found to be lower among paid employees when compared with self-employed (Hessels et al., 2018).

In Pakistan, a Gallup survey of 1497 people (men and women) indicated that 1 out of 2 Pakistanis is completely satisfied with his/her life. In response to "generally, how satisfied or dissatisfied are you with your life?", 50% rated their complete satisfaction with life relative to 38% of somewhat satisfied people and 9% who were somewhat dissatisfied (Gallup Survey, 2018). However, the degree to which these statistics reflect the life satisfaction of working women is yet to be answered by research.

The purpose of this paper is to validate the life satisfaction instrument in Pakistani young women managers. Confirmatory factor analysis (CFA) was performed to test the uni-dimensionality and model fit of life satisfaction among working women in Pakistan. The rest of the study is structured as working women in Pakistan, literature review, data and methodology, results, and conclusion.

### Working Women in Pakistan

Pakistan is home to 101.32million women, who are increasingly participating in the country's development. Following Sustainable Development Goals (SDGs) and gender equality vision2025, the Pakistani government has encouraged women empowerment by raising women employment in the public sector to 10% quota (Wasti, 2018). In 2018, women's participation in the labor force increased to 25.194% (Figure 1); yet their participation share is lower relative to women in other Asian countries such as Bangladesh, Philippines, and Nepal (Khan, 2019; World Bank, 2019).

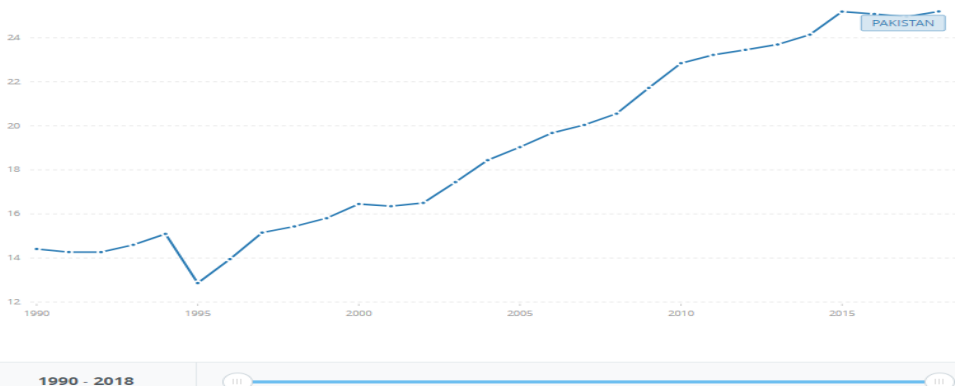


Figure 1: Women's Labor Force Participation Rate (World Bank, 2019)

Literacy rates for Pakistani women are also improving as more and more women are getting a higher education. Despite this, statistics show that only 25% of women with university-level qualifications step out of their homes and participate in the working population (ADB, 2016). Khan (2019) stated that women’s roles are changing with the growing economic pressures; however, social attitude towards their gender-roles and responsibilities is still the same or less changed. It is one of the major reasons why women's contribution to the total-employment-to-population ratio in Pakistan’s patriarchal society has been lower when compared to that of men (Figure 2). In the formal employment sector, 78.8% of men’s population is employed but it is not the case for women population as only 22.2% of women are registered as members of the total-employment-population.

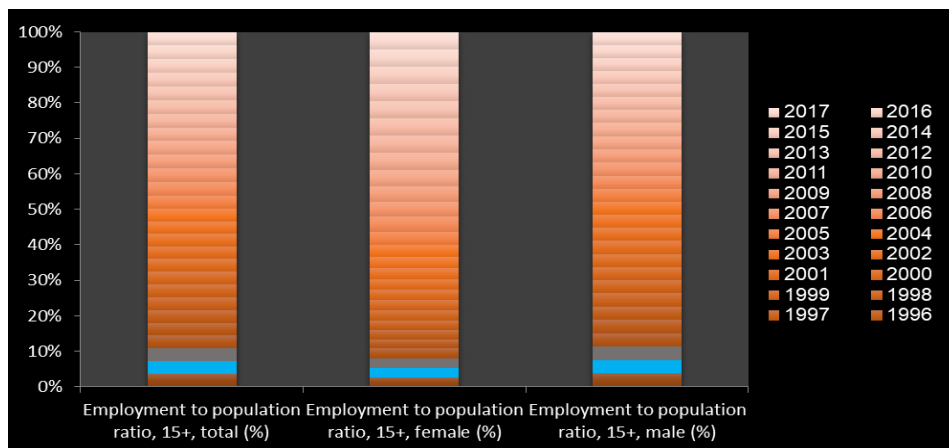


Figure 2: Employment-to-Population Ratio (Indexmundi, 2018)

## Literature Review

### *Conceptual Definition(s) of Life Satisfaction*

In the field of psychology and organizational health, life satisfaction construct has various definitions, interchangeable terms, and meanings. Life satisfaction is a global feeling of happiness, contentment, or fulfillment with life in general (Diener et al., 1985). Denoting George’s (1979) work, Brown & Duan (2007) expressed life satisfaction as individuals’ assessment of their life’s overall condition driving it from a comparison between their aspirations and actual achievements. On the other hand, Diener & Diener (2009) viewed life satisfaction as one’s positive evaluation of the quality of life as a whole. Referring to Medley (1976), Williamson & Geldenhuys (2014) defined life satisfaction as the degree to which people’s life experiences satisfy their psychological and physiological needs.

Life satisfaction is subjective and a bit complex concept to understand as it attributes to individuals’ attitudes (favorable/unfavorable) towards life. Veenhoven

(1996) described life satisfaction as the degree to which people like the life they live. In their study, Enkvist et al. (2012) conceptualized life satisfaction as a person's cognitive assessment of life and the degree to which his or her social and psychological needs are satisfied. Diener, Inglehart, & Tay (2013) attributed life satisfaction to various aspects of a person's life and the degree to which each aspect is viewed by him/her differently due to personality and cultural differences among individuals. To understand employees' life satisfaction, it is important to measure how much importance they give to various aspects of their lives. In support, research conducted by Diener et al. (2013) showed that life satisfaction scores are influenced by personal factors that may include marriage, societal circumstances, work, and community. Furthermore, Malinauskas, Dumciene, & Lapeniene (2014) explained life satisfaction as a subjective evaluation of an individual's quality of life.

### ***Measurement of Life Satisfaction***

Owing to differences in conceptualization, earlier studies have reported various tools to measure the construct of life satisfaction. Table 1 provides a summary of various operational definitions and measurement tools for life satisfaction reported in the literature. According to the review of measurement approaches, earlier studies have operationalized life satisfaction as a cognitive assessment of a person's quality of life by him/her. As shown in Table 1, in most of the research studies conducted since 2016, the construct of life satisfaction has been measured using a reflective 5-item instrument of Diener et al. (1985).

Table 1: *Summary of Life Satisfaction Measures*

<b>Author(s)</b>	<b>Construct Definition</b>	<b>Measurement Tool</b>	<b>Social Lab</b>	<b>Reported Reliability (<math>\alpha</math>)</b>
Leung, Ha Cheung, & Liu (2011)	Defined as one's domain-based with the private-self and relational-self. The keys aspects included self-esteem, career success, social connectedness, and family cohesion.	Was measured by Carver and Jones' (1992); social connectedness by Hays and Dimatteo's (1987); career success by Greenhaus et al. (1990); self-esteem was measured by Rosenberg's (1965).	Hong Kong Chinese employees from manufacturing, accounting and trade firms	Family cohesion ( $\alpha$ ) = 0.90; Social connectedness ( $\alpha$ ) = 0.85; Career success ( $\alpha$ ) = 0.86; Self-esteem ( $\alpha$ ) = 0.87
Williamson & Geldenhuys (2014)	Defined as a person's general satisfaction with life, measured with five items using Likert scale.	Diener et al.'s (1985) Satisfaction with Life Scale (SWLS)	South African working adults from multiple industries	$\alpha = 0.86$

Saeed & Bokharey (2016)	Defined as a person's global satisfaction with life, measured as individuals' satisfaction with all areas of life.	Diener et al.'s (1985) Satisfaction with Life Scale (SWLS)	Pakistani retired government employees from different professions	$\alpha = 0.70$
Bajwa, Bibi, & Ali (2016)	Defined as a global cognitive evaluation of one's satisfaction with life.	Diener et al.'s (1985) Satisfaction with Life Scale (SWLS)	Pakistani married and unmarried women	Not reported
Khokher & Raziq (2017)	An individual's evaluation of life as a whole.	Diener et al.'s (1985) SWLS	Pakistani employees from SMEs	$\alpha = 0.764$
Parashar, Singh, & Lal (2018)	Defined as individuals' evaluation of satisfaction in five domains including health, social, job, economic, and personal, measured on fifteen items Likert scale.	Alam & Srivastava's semi-structured LS Scale (LSS)	Indian women from the health sector	Not reported
Medrano & Trogolo (2018)	Measured as people's quality of life through five items with Likert scale.	Diener et al.'s (1985) SWLS	Self-employed and salaried workers from Argentina	$\alpha = 0.77$
Danish, Shahid, & Ali (2019)	Conceptualized as individuals' determination of life as a whole rather than in-the-moment feelings and sentiments.	Diener et al.'s (1985) life satisfaction scale	Pakistani non-managerial employees	Not reported
Meléndez, Satorres, Cujíño, & Reyes (2019)	Defined as a cognitive component of <i>subjective</i> well-being (SWB).	Diener et al.'s (1985) life <i>satisfaction</i> scale	Columbian <i>older</i> adults	$\alpha = 0.80$

### ***Gendered-Evidence on Life Satisfaction***

Gender and the level of life satisfaction is a topic that has long been debated among the circles of academicians (Al-Attayah & Nasser, 2016; Chen et al., 2019; Giusta et al., 2011). Since then, there has been a considerable change in the social status of women across different cultures and nations (Chen et al., 2019). On gender-basis, the degree to which life satisfaction varies or remains the same is yet to be answered as earlier researches report mixed results (Brown & Duan, 2007).

In their study of the British household panel survey (BHPS) data, Giusta, Jewell, & Kambhampati (2011) found more variations in the life satisfaction of women than the life satisfaction of their counterparts. According to the study conducted by Humpert (2014), there are observable differences between the life satisfaction levels of men and women when social participation activities are given due consideration. Humpert (2014) found higher levels of life satisfaction among women due to parental or welfare activities. In contrast, classical hobbies were found to have a strong effect on male participants' life satisfaction. Williamson & Geldenhuys (2014) reported that women tend to exhibit higher levels of life satisfaction than men while Bibi, Chaudhry, & Awan (2015) found no gendered differences in the life satisfaction of Muzaffarabad and Hazara University students.

Contrastingly, Al-Attayah & Nasser (2016) reported significant differences between men and women. Their results showed that women are likely to report higher satisfaction levels due to their perceived compliance with socially appropriate gender roles. With a sample of 952,739 from 150 nations of the world, Joshanloo (2018) performed a multi-level analysis of life satisfaction predictors across gender. Findings of this study showed that interpersonal relationship and marital status is more important to women than men while education and employment-related factors play an important role in determining the life satisfaction of men (Joshanloo, 2018).

### **Material and Methods**

Pakistan is a land of approximately 207million people accounting for 2.56% of the world population (Wasti, 2018). Out of 207 million, 49% (i.e. 101.32 million) are women and 51% (i.e. 106.45 million) are men residing in rural and urban areas of the country. As of 2018, 64% of the total country population was comprised of young Pakistanis under the age of 30 years while 29% of the total population was aged between 15 years to 29 years. After Afghanistan, Pakistan is the second youngest country in South Asia (Kundi, 2018). The share of young Pakistanis in the labor force, belonging to 15 years-29 years age group, is 41.6% and each year, 4million Pakistanis are reaching the working age. This indicates the right timing for targeting the working population who are (i) women, and (ii) young adults. But the question is: how to choose a representative sample of such a working population?

Population growth at the provincial level showed 4.91% (2million: FY2017) record growth in Islamabad Capital Territory (relative to 0.81million: FY1998). With 110.01million residents, Punjab is the most populous province of Pakistan only to be second by Sindh (Wasti, 2018). 23.04% of the total population dwell in Sindh province that has 42% and 22.2% share of service and industry in the total country employment, respectively (Pakistan Bureau of Statistics, 2019; Sindh Bureau of Statistics, 2017). Since 1981, the urban population share of Sindh has been growing gradually. Relative to 19.03 million people (i.e. 43.32%) in FY 1981, there were 47.89million people (i.e. 52.02%: FY2017) in urban areas of Sindh (Wasti, 2018). Moreover, in 2017-18, the employment-to-population ratio of Sindh was 47.5%; out of which, 78.7% were men and 12.3% were women (Pakistan Bureau of Statistics, 2019). In this province, Karachi is a hub of trade and the largest city of the country with population size approximately 15million (World Population Review, 2019). Using the cross-sectional research strategy and survey method, this research was conducted in Karachi.

### ***Sample Subjects***

The research respondents were approached in-person and via email to fill out a consent form to accept the request of anonymous and voluntary participation in the questionnaire survey. At the initial level, 600 women working with different organizations as managers were randomly approached. Only 492 replied with the consent to participate in the survey. As per respondents' convenience, a questionnaire was distributed via email and in hard copy. 20% of the respondents agreed to provide survey data through manually filled questionnaires (hard copies) while 80% agreed to participate in the online survey questionnaire (Google form). Out of 492 questionnaires, 150 were not received back, 02 were incomplete/partially filled and 03 were presenting the issue of dual responses. The final survey sample was comprised of 337 observations with a 98.54% completion rate and a 68.50% response rate. The sample subjects included young women who (i) were working with a minimum of three years of experience (ii) were married (iii) were of working age i.e. 15years+ and young adults i.e. under 30years (iv) had minimum qualification (i.e. under-graduation), and (v) were able to speak and understand English. More than 80% of the sample participants reported affiliation with private organizations. Popular industries for working women sample included banking and financial services, IT, health & pharmaceutical, and education while the leading organizational departments were marketing, administration, operations, and management.

### ***Research Instrument***

Life satisfaction is people's cognitive evaluation of their life (Diener & Diener, 2009). The construct was measured using Diener, Emmons, Larsen, & Griffin's (1985) Satisfaction with Life (SWL) scale. The measure comprised of five items

and participants' response to each item was collected on a 5-point Likert scale (1 = Strongly Disagree and 5 = Strongly Agree).

### ***Data Analysis Method***

Data collected from 337 participants were summarized through descriptive statistics including mean, median, and standard deviation. Confirmatory factor analysis (CFA) was used to test the uni-dimensionality of life satisfaction construct. For instrument reliability, three measures of reliability (Cronbach alpha, Dijkstra-Henseler's rho, McDonald's omega), and test re-test reliability measure of intraclass correlation coefficient (ICC) were used. For validity purposes, convergent, construct, and discriminant validity tests were performed. For statistical analysis of primary data, SPSS and Amos were used.

## **Results & Discussion**

### ***Descriptive Analysis***

Following Wipulanusat, Panuwatwanich, and Stewart (2017), the feel of data was gained through descriptive analysis (Table 2). The central tendency measure i.e. mean was used to assess young working women's average response to each of the five items. Working women's responses to life satisfaction were positive with all mean values within the scale higher than medium level ranging from 3.26 to 3.60 except SWL5 with a mean value of 2.82. Most young women managers agreed that they have gotten important things they wanted in life as indicated by the highest mean value i.e. 3.60. The majority of the respondents agreed that they are satisfied with life (item SWL3; 3.59) and their living conditions are excellent (item SWL2; 3.48). On average, young women managers were likely to believe that in most ways, their life was close to their ideal as indicated by descriptive statistics for item SWL1 i.e. mean = 3.26). Despite this, most working women reported that if they could live their life over, they would like to make changes to it (item SWL5; 2.82).

Table 2: *Descriptive Statistics*

<b>Items</b>	<b>SPSS Label</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
In most ways, my life is close to my ideal.	SWL1	337	3.26	1.13	-0.33	-0.63
The conditions of my life are excellent.	SWL2	337	3.48	1.12	-0.39	-0.70
I am satisfied with my life.	SWL3	337	3.59	1.11	-0.60	-0.35
So far I have gotten the important things I want in life.	SWL4	337	3.60	1.10	-0.54	-0.39
If I could live my life over, I would change almost nothing.	SWL5	337	2.82	1.29	0.11	-1.07



Is data fit to normal? Normality assumption can be tested by looking at the shape of data (skewness) and distribution of data (kurtosis). The former measures symmetry of response data, which is likely to affect mean values. The latter measures how peaked data affects variance and co-variance tests (Wipulanusat et al., 2017). Skewness and kurtosis statistics were used to assess data normality in line with the rule of thumb i.e.  $\pm 2.58$ . As shown in Table 2 all skewness values were within the threshold i.e. ranging from -0.598 to 0.109. Likewise, kurtosis values were also falling within the range from -1.070 to -0.351. In other words, data collected for this research was in line with the normality assumption.

**Confirmatory Factor Analysis (CFA)**

The measurement model of life satisfaction construct was then validated through CFA, which is defined as a procedure to validate and assess the goodness of fit of all items in the construct (Awang, 2012). Under measurement theory, CFA analysis was performed in three steps. Firstly, the unidimensionality of life satisfaction construct was assessed; secondly, validity was measured through convergent, construct and discriminant validity, and thirdly, reliability of the construct was established through internal consistency and test-retest tools.

**Step 1: Unidimensionality**

The first requirement in the measurement model validation process is the test of unidimensionality where all factor loadings are required to be positive with no factor loading  $\geq 1.00$ . In this test, measurement errors are determined and items with weak factor loadings are removed.

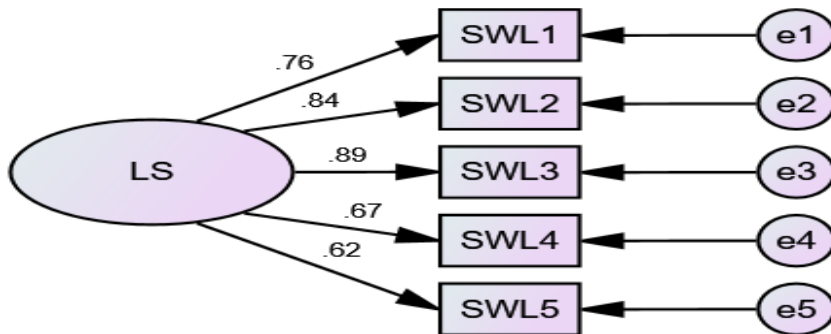


Figure 3: Life Satisfaction - Factor Loadings

Following the extant of literature, this study adopted an established 5-item instrument to measure the construct of life satisfaction. In such cases, Awang (2012) stated the thumb rule of accepting or retaining all items with factor loadings  $\geq 0.6$  (p.53) (Figure 33). As shown in

Table 3, factor loadings for all five items were within the threshold indicating that life satisfaction is a unidimensional construct.

Table 3: Uni-dimensionality through Factor Loadings

Item	Factor Loading	Criterion $\geq 0.6$
SWL1	0.76	Yes
SWL2	0.84	Yes
SWL3	0.89	Yes
SWL4	0.67	Yes
SWL5	0.62	Yes

### Step 2: Validity

Validity is the test of an instrument's ability to measure what it intends to measure for a latent construct. The measurement model of life satisfaction was validated through convergent, construct, and discriminant validity. Convergent validity is achieved when a measurement model is comprised of statistically significant items. In the research, the average variance extracted (AVE) is used as a measure of convergent validity. When all items report  $AVE \geq 0.5$ , the measurement model of a latent construct is said to achieve convergent validity (Awang, 2012, p.54). The measurement model of life satisfaction among young women managers reported  $AVE = 0.6574$ , which is  $>0.5$ ; hence convergent validity is achieved. In other words, all five SWL-items are measuring the same underlying concept i.e. life satisfaction.

Construct Validity is the measure of how fit the items are in measuring the respective latent construct. Construct validity of life satisfaction instrument was established through three fitness indices including absolute fit, incremental fit, and parsimonious fit. The absolute fit was used to measure the extent to which the theory fitted the sample. The Chi-squared ( $\chi^2$ ) statistic measured the discrepancy between the hypothesized model and data, and it achieved the required level. However,  $\chi^2$  is argued to be fundamental; yet less reliable measure of absolute fit as it is sensitive to sample size (Fornell & Larcker, 1981; Ping, 2004). As a countermeasure, the root means squared error of approximation (RMSEA) and goodness-of-fit index (GFI) were estimated and reported. RMSEA and GFI both reported that the life satisfaction theory well fitted the sample (Table 4).

Table 4: *Fitness Indices*

Fitness Index Category	Name of Index	Acceptance Level	Results	Interpretation
Absolute Fit	Chi sq	$P > 0.05$	0.271 $>0.05$	Excellent
	RMSEA	$< 0.08$	0.029 $<0.08$	Excellent
	GFI	$> 0.90$	0.992 $>0.90$	Good fit
	AGFI	$> 0.90$	0.977 $>0.90$	Good fit

Incremental Fit	CFI	> 0.90	0.998 >0.90	Good fit
	TLI	> 0.90	0.997 >0.90	Good fit
	NFI	> 0.90	0.992 >0.90	Good fit

Incremental fit indices were used to measure the extent to which the life satisfaction model was superior to the alternative baseline model, which was computed through a comparison between baseline and expected models. Table 4 reports findings on the comparative fit index (CFI), Tucker Lewis index (TLI), and normed fit index (NFI). Correlation for model complexity was indicated through TLI. Improvement in the overall fit of the life satisfaction model was compared to a null model using NFI. CFI was reported as a modified version of NFI with sample size consideration. Values for all three incremental indices were > 0.90; hence, the life satisfaction model was reported to be superior to the alternative baseline model. Table 4 shows fitness indices for all items of life satisfaction were within the required threshold; hence, the specified measurement model of life satisfaction among young working women was well representing the data.

Lastly, discriminant validity is a measure of construct distinctiveness and the fact that it captures concepts that other constructs do not. Discriminant validity of a construct can be established through redundancy error and correlation test between exogenous constructs (Awang, 2012). In this paper, modification indices (MI) were used to check whether the measurement model items are free from redundancy or not. A thumb rule i.e. MI should not exceed 15 was followed and no redundant items were found in the life satisfaction model. For discriminant validity, the correlation between exogenous constructs should not exceed 0.85 (Awang, 2012). Since this paper is based on only one exogenous construct i.e. life satisfaction; hence no correlation was tested. Additionally, the Fornell-Larcker criterion was used to test the discriminant validity of the life satisfaction model. Under this criterion, the square root of AVE averaged 0.6574. AVE was 0.6574 > 0.5 showing that 65.74% variation in life satisfaction among young Pakistani women managers was explained by the five measuring items.

### Step 3: Reliability

Reliability measures the degree to which a measurement model provides a reliable measure of the latent construct. The reliability of the life satisfaction model was established through three construct reliability measures, composite reliability, and AVE (Table 5).

Table 5: *Construct Reliability Results*

Construct	Dijkstra-Henseler's rho ( $\rho_A$ )	Cronbach's alpha ( $\alpha$ )	Jöreskog's rho ( $\rho_o$ ) or McDonald's $\omega$
Life Satisfaction	0.875	0.868	0.905

Dijkstra-Henseler's rho is a reliability estimate for a reflective measurement model that uses construct weights rather than loadings (Dijkstra & Henseler, 2015). The reliability coefficient ( $\rho_A$ ) is required to be  $\geq 0.7$ . As shown in Table 5,  $\rho_A$  was 0.8753  $>0.7$ ; thus, indicating good construct reliability. Internal reliability is a measure of internal consistency tested through Cronbach's Alpha with thumb rule  $\alpha > 0.7$ . For all five items, the Cronbach's alpha was 0.8676  $>0.7$  indicating that the items were strongly holding together in measuring the life satisfaction construct.

McDonald's coefficient omega measures composite reliability (CR). Unlike Cronbach's alpha, coefficient omega uses (i) factor loadings of items, and (ii) uniqueness from a factor analysis (Padilla & Divers, 2016). It measures the internal consistency of latent construct following a thumb rule i.e.  $CR \geq 0.6$ . As shown in Table 5, CR value for life satisfaction construct was 0.9050  $> 0.6$  indicating good internal reliability of life satisfaction construct. Additionally, the intraclass correlation coefficient (ICC) was used to measure the test-retest reliability of the life satisfaction instrument in line with recommendations made by Koo & Li (2016). A two-way mixed-effect model with absolute agreement indicated a mean ICC value of 0.844  $>0.5$  (Table 6); thus, indicating good test-retest reliability.

Table 6: ICC Values

	<b>Intraclass Correlation</b>
Single Measures	0.520
Average Measures	0.844

In today's world, where feelings and emotional experiences tend to be a strong expression of how one perceives the quality of his/her life, life satisfaction is an important contributor to individuals' sense of wellbeing (Al-Attayah & Nasser, 2016). Life satisfaction as explained in the literature review is the extent to which experiences of life help individuals satisfy their psychosocial and psychological needs (Williamson & Geldenhuys, 2014). In light of literature, this study has viewed life satisfaction as a subjective measure of overall quality of life as experienced by working women in Pakistan. Following earlier researchers, this clustered concept is measured using Diener et al.'s (1985) tool. Findings of this study report satisfaction with life scale as a reliable measure of life satisfaction of women managers in Pakistan.

## Conclusion

Working women and their contributions to society are appearing to be appreciated at the government level. Despite government initiatives of empowering women, female participation in the formal employment and labor force is lower than that of men. In recent years, young women (i.e. under 30years) receiving university degrees have increased in numbers but their share in the working population remains 25%. Literature showed that patriarchal norms of Pakistani society and

gender-role expectations are among the reasons for the low rate of working women population. Among those who step out and work, life is even more challenging due to typical societal gendered attitudes that not only affect women's ability to participate in the labor force but also their subjective experience of life. Given such conditions, life satisfaction is one of the priority concerns for organizations and HR professionals who seek to offer equal employment opportunities to men and women. Life satisfaction is an important frontier for research in organizational health. Employees' satisfaction with life may offer insights into why some employees are more committed to work and efficient while others not (Danish et al., 2019). Likewise, the SWL measure can be used to assess the life satisfaction of young working women. In this study, the life satisfaction of Pakistani young married women managers was measured through a validated SWL scale. Findings showed that on average, young working women have a positive cognitive evaluation of their overall life. HR professionals are suggested to endorse practices that trigger positive emotional experiences among women employees thereby improving their perceived satisfaction with life. Connecting to this, future researchers are encouraged to investigate the association between employees' emotional reactions to events happening at work and their levels of life satisfaction. Researchers may inquire about the mechanism through which positive experiences at work can influence the life satisfaction of young managers.

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