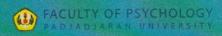"Psychology for a Better Future"

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Edited by **Wilis Srisayekti**
(Coordinator)

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Indonesian women leader

and sources of subjective well being

ABSTRACT

Seeking ever-greater subjective well-being/SWB; (Diener, 1984; Diener, Suh, Lucas, & Smith, 1999) is an important goal for people in almost every nation (Diener, 2000). Women worker need SWB to get success life for work and family. SWB and in colloquial terms is sometimes labeled "happiness", refers to people's evaluations of their lives–evaluations that are both affective and cognitive (Diener, Oishi & Lucas, 2003). People experience abundant SWB when they feel many pleasant and few unpleasant emotions, when they are engaged in interesting activities, when they experience many pleasures and few pains, and when they are satisfied with their lives. There are additional features of a valuable life and of mental health, but the field of SWB focuses on people's own evaluations of their lives (Diener, 2000). SWB derived from a variety of sources, including what have been loosely classified as internal and external sources (Suh, 2000). Internal sources are perceptions and qualities of the self, such as self-esteem, self consistency, and internal emotional states. External sources are perceptions and qualities of groups and relationships, such as fulfilling social obligations, upholding cultural norms, and maintaining harmonious interpersonal relationships. Comparisons within nations suggest that internal sources are more important than external sources for well-being in individualistic nations, but that internal sources and external sources are similarly important for well-being in collective nations (Reid, 2004). Indonesia as collective nation refers internal factor to predict SWB. Indonesia as collective nation refers internal factor sources SWB. SWB of women worker more complex than man cause women worker faces multi roles for work and family. Review journal shows optimism, self efficacy, religiosity and work life balance sources SWB for women worker. More high intensity of that factor more high intensity of SWB.

Keywords: Subjective well-being, women, collective nation.

Introduction

Indonesia as a developing countries have rapid societal changes and various form of challenges every societies. The development of women working has increased very rapidly in recent decades. In Indonesia, Labor Force Participation rate (LFPR) of women experienced a slight increase from 48.6% (Sakernas, 2006) to 49,5% (Sakernas, 2007) and 51,3% (Sakernas, 2008). It is to do to achieve an equal footing with the position of men such as the position of leadership and decision makers, women are required to have a performance advantage is more prominent, and must go through a very hard struggle, but this kind of demand for men was not deemed necessary.

A large number of women working is not followed by the number of women who become leaders. Women who become leaders experience a good percentage increase, but when compared with the overall female population, the percentage of women leaders is much lower than men (Bass, 1990). The results of population census in 2000 in the United States as a developed country shows the number of female labor force of 50.4% but only 5.10% of top executive positions leaded by women.

In Indonesia the number of Civil Service in 2008 reached 4.38 million comprising 45.45% were female employees (Badan Kepegawaian Negara, 2009). Large numbers was not followed by the number of women who served echelon that only 8.13%. The percentage of civil servants (PNS) of women who served as an echelon IV is still quite low, about 20.2% (Badan Kepegawaian Negara, 2009). In the legislative field also showed a rise in line with the policy of affirmative action in the 2004 election if each political party shall meet the 3% quota of women in winnable positions filled by women. Election results in 2009 show women's political participation in Indonesia only 11% in the DPR (House of Representatives) and 22% in the DPD (Regional Representative Council). These data indicate an increase in women working in the public domain but the numbers of women become leaders still far compared with men, and compared with the female population.

Research on women's work showed that one key to their success is the high subjective well-being, so if a level of subjective well-being was high usually they will show high ability in jobs and also can manage the family well. Low of subjective well-being will reduce the quality of work and affects the family. The phenomenon of burn out the personal situation of losing control because of too much pressure on women and a lot of work to hit working women (Ancok, 2004). This situation makes women's work will be easy to do something fatal, both for children and husband as well as for himself. Gutek, Searle and Klepa (1991) also explained that the women working in professional and managerial positions with a high occupational position had higher levels of conflict than women who worked in lower status jobs. Higher occupational status jobs will demand higher compared with low job status in this regard with the position of women as leaders.

The things mentioned above are the reason for the importance of subjective well-being of women leaders. This paper conducted a review a variety of journals and literature to produce a mapping study of subjective well-being both in Indonesia and abroad.

Subjective Well-Being

Subjective well-being, which is colloquially referred to as "happiness," is a person evaluating his or her life in a positive way. In the emotional realm, the person reacts with many positive feelings and experiences to what his happening in life, and with few negative or unpleasant experiences. In the mental realm, people judge their life to be satisfying and fulfilling (Diener & Tov, 2005). Subjective well-being is an umbrella term used to describe the level of wellbeing people experience according to their subjective evaluations of their lives. These evaluations, which can be both positive and negative, include judgments and feelings about life satisfaction, interest and engagement, affective reactions such as joy and sadness to life events, and satisfaction with work, relationships, health, recreation, meaning and purpose, and other important domains. However, it is important to note that although well-being is subjective in that it occurs within a person's experience, manifestations of subjective well-being can be measured objectively in verbal and non-verbal behavior, actions, biology, attention, and memory (Diener & Ryan, 200....).

In addition a leader in the field of happiness research, defined well being as an ongoing perception of one's life, or even life as a whole, is fulfilling, meaningful, and pleasant (Wood & Wood, 2002). If one's subjective well-being is to be assessed, we should look into the person's relative happiness or satisfaction with life as a whole or with various aspects of life from several domain of live such as workplace, family life, demographic variables like age and income, and levels of health. Such measures do not directly assess psychological health or illness, but rather a person's attitudes and feelings about the quality of life (Kumaraswamy & Azizah, 2007).

External Factors

The results reviewed journals indicate, the factors that influence subjective well-being in the early studies generally focus on external factors affecting the subjective well-being among other family factors (marital), religiosity, social relationships, work, personality and money (Argyle, 2001). Family factors are one of influential factors on subjective well-being, and in accordance with the multi-role experienced by women leaders deciding which family influences are also of high or low their subjective well-being than the influence of the work. Positive side of increasing numbers of women working such as rising living standards, increasing life expectancy rates, health standards and the increasing number of opportunities to raise self-actualization and others (Daukantaite, 2006). The negative side looks such as weak stability of the family, the high pressure of stress and difficulty of the division of time is increasingly in women working. Role of excess burden and high stress levels experienced by the executive and professional women. They reportedly tend to have high blood pressure after work, experiencing mood disorders and anxiety levels are higher than men (Barette, 2006).

Miller Research, Caldwell and Lawson (2000), Sloane Business Review (1991) and Business Women Network (2002) also reveal if the professional working women are given the choice between work and family showed that they would choose a flexible time to be together with families. The success of women to be leaders is strongly influenced

by family factors such as children and supports her husband. Number of children and age of children affect women's work in managing the household. Number of children more than one person and children under the age of eight years also tend to need a lot of attention for more assistance. Husband and wife can support on a full permit to work in a professional and mutually helpful in guiding the management of the household and children. Husband also works and career will be more supportive of women's success as a husband who does not work will cause its own problems.

Work and Family

Based on these studies can be seen that higher subjective well-being in the female leader if it could balance the role of a leader or a worker and as a mother in the family. Other studies show different things that women reported experiencing stress levels, burn out and higher depression than men (Duxbury & Higgins, 1991; Gutek, Searle & Klepa, 1991; O'Laughlin & Bischoff, 2005; Barette, 2006).

Research of Cinamon and Rich (2002) showed that working mothers more often experienced conflict in giving a choice between job roles or family roles and times of conflict, individuals put more emphasis on the importance of family roles. Men also have a dual role as both a worker and as a father, but the task is still perceived as less severe than the task of working women. Men assume problem if the family affects his work because work for men, is considered the main things that lived in multi role as cultural construction that puts men where work was the main task to make a living for the family. Family is the most important domains for most working mothers, so that when family problems affect the work then this could be a nuisance to them. If a mother works to get in trouble in work that affects the family, then this is considered less tolerable and more considered as separate issues.

The conflict between family and work is very influential on the performance of women. This causes decreased productivity, late for work, absenteeism, out of jobs, poor morale, job satisfaction and poor quality of work life (Greenhaus & Beutell, 1985; Goff et al., 1990; Higgins et al., 1992) and decreased organizational commitment (O'Driscoll et al., 1992). The results of the research argue the emergence of the role of work-family conflict will be followed by decreased job satisfaction (Parasuraman et al., 1989; Rice et al., 1992). However, several studies showed no significant relationship between work-family role conflicts with job satisfaction (O'Driscoll, Ilgen, & Hildreth, 1992; Lynes & Thompson, 1997; Aryee, Luk, Leung & Lo, 1999). This is to prove inconsistencies in the study of work-family role conflict with job satisfaction. Previous research has seen a lot of work and family roles on women who became wives and mothers as well as workers who tend to experience the role of work-family conflict, more emphasis on negative outcomes such as conflict, low satisfaction and stress, which called work-family role conflict. Although men also experience the role of work-family conflict but women remain the main spotlight, as it relates to their primary duties as mothers and wives.

Work and family roles are often considered to pose a dilemma whether it is positive or negative in which the female subjective satisfaction and happiness is obtained when there is a balance between work and family roles. The dominance of the role on one domain

would lead to conflict and affect individual satisfaction. If the family's role is too dominant that interfere with work, then it can affect the low level of job satisfaction (Frone et al., 1992). Conversely, if the job is too dominant a role so that it can interfere with family roles affect the low family satisfaction. This indicates that the balance of work and family roles can enhance job satisfaction in the dual role of women leaders.

Recently studies appeared positive side of management between work and family called the enrichment of work and family roles. Enrichment is how one role can enhance the quality of one's experience of his life into another role Greenhouse and Powell (2006). Enrichment of work and family is a bidirectional where work experience can enhance the quality of family life and family experiences can also enhance the quality of work life. Not only negative factor in employment and family roles, but also a positive factor of women leaders in the work force to balance between work and family, it was a factor supporting women leaders to be happy.

Work-family balance is more focused on assessing how a person can overcome a number of demands stemming from the role of family and work roles of assessment in the form of how these factors affect the work domain in the family domain and vice versa. Positive relationship between the balances of work with satisfaction in women also was studied by Aarde and Mostert (2005).

Besides that, review journal of research shows that emergence of demographic and environmental factors affect subjective well-being. The study was initiated by Cantrils (1965) with a subject of study 23,875 people from 11 countries, research Bradburn (1969); Campbell, Converse, and Rogers (1976) in the United States, Inglehart's (1990) with 16 countries and over 163,000 respondents and Veenhoven and colleagues conducted a review of 603 studies from 69 countries.

The research generally concludes that the demographic factors and environmental factors showed different results, but these factors had little influence compared to personality factors. The next decade of research concludes that the demographic factors or external such as health, income, education and marital status had little effect to measure subjective well-being (Diener et al. 1999). It means someone who is physically fit, has high incomes, higher education and not tied in a marriage are not always happy life.

This is supported by previous research on demographic and age factors that subjective well-being (Inglehart, 1990; Diener & Suh, 1998; Okma & Veenhoven, 1996, Lucas, EL & Gohm, CL, 2000), income (Diener et al., 1993; Diener & Suh, 1997), marriage (White, 1992; Mastekaasa, 1995; Diener, Gohm, Suh, & Oishi, 1998; Kurdek, 1991; Lee, Secombe, & Shehan, 1991), job satisfaction (Bretz & Judge, 1994) , health (Waten, Vassend, Myhrer, & Syversen, 1997; Mehnert et al., 1990), religion (Ellison, 1991), the relationship with the deity, while praying or worship experience (Poloma & Pendleton, 1991), the experience of religiosity (McIntosh, Silver, & Wortman, 1993), leisure (Veenhoven et al, 1994; Glancy, Willits, & Farrell, 1986), exercise (Biddle & Mutrie, 1991), dancing and music (Argyle, 1996), events in life (Diener , Sandvik, & Pavok, 1991), and the factor of job satisfaction and life satisfaction (Csikszentmihalyi, 1990).

Internal Factors

Based on demographic factors and environment on subjective well-being can be concluded that a correlation is not high. Subsequent research has turned on factors other than the external factors that personality factors. The study of personality with the subjective well-being of the most widely researched is the Five Factor Model (Big Five), which Extraversion, Neuroticism, Openness, Agreeableness and Conscientiousness. Theoretical and empirical data indicate extraverts and neurotic personality has relation with subjective well-being (Costa & McCrae 1980; Watson & Clark 1992; Noor, 2003). Negative affective or neurotic directly affect high-or low work and family conflict (Carlson, 1999), also cause symptoms of stress on subjective well-being through work and family conflict and on the other hand extraverts direct influence on job satisfaction (Noor, 2003).

Personality

Research of subjective well-being shows almost stable results over time based on the major events that occurred in the life of the object under study and the results always have a strong relationship with personality traits. Another personality factor is self-esteem that showed a strong predictor of subjective well-being, especially in Western cultures (Lucas et al., 1996). Diener and Diener (1995) give the opposite result with Lucas, who claimed self-esteem is not a determinant which is universal, has a weak correlation in women in collectivist societies where the family factor gives more value than personality factors. Research Kwan, Bond, and Singelis (1997) also showed a strong relationship between self-esteem and life satisfaction in America but in Hong Kong with a harmonious family have relationships become stronger predictor of life satisfaction as well as Indonesia with collective culture. This means that the factor of self-esteem is predicted not to have a strong relationship with subjective life satisfaction or happiness. Feeling optimistic personality factors show a relationship with subjective well-being.

Optimism

According to Diener (1999) people in general reported their lives happier and more fulfilled life was to look at people who are more optimistic. Optimism according to Huitt (1996) is an individual's tendency to expect the best possible results concerning the behavior and events. Individuals who are optimistic tend to be full of hope about the prospects, the people, and the future, even against the hardships and obstacles that she feels (Lounsbury et al., 2003).

Lucas, Diener, and Suh (1996) shows the results of research that optimism correlated with subjective well-being as life satisfaction, pleasant and unpleasant affection. A sense of optimism always maintained that will show high levels of subjective well-being in the face of pressure based on review of Scheier and Carver (1993). The evidence is the basis to demonstrate the formation mechanism in which optimistic people tend to solve problems based on existing problems, seeking social support, and emphasize the positive aspects of mind when facing difficult situations.

Self Efficacy

Personality factors of self-efficacy were a predictor of life satisfaction and positive emotions (Feasel, 1995) and beliefs that exist in a person of her ability to achieve certain goals successfully and perform control of the surrounding circumstances in order to achieve those results Bandura (1997). Self-efficacy related to the performance of women leaders (Judge, Bono & Patton, 2001). Individuals with self-efficacy will have the ability to face and handle the situation changes and enable him better to work to run despite the various claims stemming from the organizational change (Wanberg & Banas, 2000). High self-efficacy in achieving the goals that are considered more important is a strong predictor of welfare than if the objectives to be achieved are less strong.

The higher efficacy of the greater one's confidence to its ability to succeed in a task (Robbins, 2001). High self-efficacy is believed to be capable of influencing the emergence of self-motivation in the employees to always improve the way it works. Bandura's concept of self-efficacy affects mainly on human motivation. Human motivation to work this is exactly as one asset that needs to be developed that lead to the achievement of expected performance.

Individuals who have a sense of high self-efficacy in stressful situations will have physical and psychological state better (Brehm & Kassin, 1990). Phillips and Gully (1997) also argued that individuals with high self-efficacy have a tendency to seek the maximum to anticipate the challenges that arise in the completion of the task that has the confidence to achieve a certain performance level. Myers (1999) studies that individuals who have high levels of self efficacy will show more persistent, do not worry and do not feel depressed in the face of a task and have high motivation.

Research on aspects of personality and subjective well-being above shows that having a strong influence is a factor of optimism and self efficacy. These factors are also critical success and a higher subjective well-being must possess strong character of women leaders. This study focused on women's subjective well-being, but it is important to look at reviews of gender differences in subjective well-being factor. Reviewed journals demonstrate the subjective well-being factor is not consistent between male and female.

Research conducted globally by the Marketing and Information Firm Nielsen (2008) found differences on measures of subjective well-being between men and women. The man claimed feel happier if they have a lot of money. Women find happiness in a relationship suvh as friendly relations, relationships with children, work colleagues or with the boss in the office. The survey, conducted online since April 2008, involving 28,153 respondents in 51 countries. The results showed that women from 48 countries are happier compared with men. The man who claimed to be happy just to dominate in Brazil, South Africa, and Vietnam.

The survey also found that economic factors not the primary cause women to feel happy. Women's subjective well-being outside of those factors. This explains in general why almost all women in the world more happy than men. According to the results, globally there are three main things that drive the emergence of subjective well-being, including the financial condition, mental health and level of job or career. Satisfaction with the spouse is also one of the most important factors that support subjective well-being. The average men feel happy with the physical and mental condition than women. It is recognized by men in some

countries such as Belgium, South Korea, Mexico, Norway, Spain, Sweden, Egypt, and Israel. Japanese women more optimistic way of looking at the future, versus away with men who predict subjective well-being in times of crisis, will only last up to 6 months in advance.

Meta-analysis of 93 studies by Haller and Hadler (2006) conducted 41 countries showed that women higher rate all aspects of life satisfaction and subjective well-being. Men have higher levels of subjective well-being and affection, but affection positively and negative in women showed a higher yield than men (Nolen-Hoeksema & Rusting, 1999).

Gender differences in subjective well-being affects only small, inconsistent and has no effect on Western culture in some studies. Word Value Survey Research of Inglehart (1990) with 170,000 involving respondents from 16 countries found subjective well-being between boys and girls showed a very small difference. Michalos (1991) examined the life satisfaction and subjective well-being than 18,000 students from 30 nations found very little difference shown between male and female. One of the interesting findings of the study of subjective well-being and sex shows that women report more negative affective and depression than boys and more likely to need a therapist to cope with the disorder, but the boys and girls on average showed a global subjective well-being.

Fujita, Diener, and Sandvik (1991) based on his research to explain the paradoxical differences in gender with subjective well-being. Women who nurture social-cultural background tend to be more open to emotional expression either positive or negative emotions so that they will be experienced in expressing his affection is more positive or negative. The study also found that gender affects only about 1% of the various factors of subjective well-being but more than 13% are influenced by factors of emotional experience. These results indicate that girls and boys differ in their reported happiness because it depends on the cause of subjective factors.

Subjective well-being research more generally in the teenage years as a student or students, a mix of male and female and a small sample of women. The study of subjective well-being in women tends to things associated with menopause, physical changes, children who ran away from home and others (Daukantaite, 2006). Sub topics studied in women are generally on changes in biological, psychological, and social functioning during the period of old age. Research on women leaders in the adult period as far as researchers are still very rare in which research subjects are women generally work. This becomes an important reason for reseacher to examine the subjective well-being for women leaders because one of the factors of success both at work and individual success in the family is a high subjective well-being. Women who become leaders are usually found in adults as to achieve a leadership position takes time and considerable work experience and personality in adulthood have been stable. Besides, being a wife and mother in the family, she also the 'mother' in the work unit he leads.

Religiosity

Work is just one of several important issues that affect women's lives. Issues such as previously mentioned, among others, family, friendship, community, social and religious or spirituality is also important. Recent research proves that women are the happies

if it can balance the energy and effort they emotions, intellect, imagination, spiritually and physically between the various sides of their lives (Halphin, 2005). This shows that the spiritual aspect or influence the meaning of religiosity on subjective well-being of women. Research Coombs (2003) and Lewis (2001) demonstrated the emergence of a new movement of spiritual aspects in the workplace is where most of the women who first dared to take risks instilling trust and integiritas influence within the company.

Almost 80% of the 100 studies suggest a positive relationship between religiosity with the well being where the higher the religiosity is followed the higher the subjective well-being, life satisfaction, moral values and other matters related to the well being (Koenig, McCullough & Larson, 2001). Research Smith (2005) supports previous research that spiritual values at work prove the existence of economic and social justice in local, national and global. A successful leader in the 21st century is based spiritual leader who's pleased with their spiritual options, who knows how to nurture the spiritual development and transmit to others (Cacioppe, 2000; Smith 2005). Fundamental questions that arise in the working men and women like "What I want in life?", "Why am I working?" Or "What's the most important thing for me?", So something spiritual concerns (Bruzzese, 1996).

Ellison (1991) concluded that the religiosity factor worth an average of 5% -7% of the variation of life satisfaction but only 2% -3% is accounted for as a wealth of affection. Strawbridge, Shema, Cohen, Roberts, and Kaplan (1998) reported the existence of research evidence that the religiosity of individuals arrested as a result of the influence of stressors, but depression can increase the pain on the other stressors such as marital problems and violence. This implies that the influence of religiosity is not always a positive influence so that more research is needed to further reveal how these things can be explained by the right.

Subjective well-being studies are generally sourced from Western cultures that are culturally different from Indonesia. So far the research in Indonesia subjective well-being in the small and medium entrepreneurs (Sumanto, 2009), subjective well-being among adolescents in Indonesia (Diponegoro, 2004), religious commitment (Puspitasari et al., 2005), religiosity with psychological well-being (Mabruri, 2007), central control, optimism, and psychological well-being (Harpan, 2006), self efficacy and virtue (Wattimena, 2008).

Subjective well-being research conducted in Malaysia as the neighboring countries that have cultural characteristics similar to Indonesia (Jaafar et al, 2008), among others, subjective well-being of marriage, personal relationships with subjective well-being, subjective well-being and happiness of women, welfare based on age, satisfaction live on the Orang Asli (aborigins), subjective well-being scale validity studies of Malaysia and the relationship of life satisfaction with health. The results of psychological research in Indonesia and Malaysia more emphasis on the negative aspects. There is a possibility that use of words or terms different or less precise in explaining the meaning of subjective well-being. This can be explained as Indonesia and Malaysia, which has a collectivist culture (Bochner, 1994; Diener, et al., 1995; Teo, 1998), which is different from Western individualities. Both countries stress on courtesy, respect, cooperation, wisdom, tolerance, full consideration, concern for others' feelings, and help mutually (Norazit, et al., 1997; Ismail, 1991; Wan Kadir, 1994).

Indonesia and Malaysia Nations uphold those things that are traditional and the values of religiosity (Wan Kadir, 1994). This is the underlying culture of Indonesia to connect subjective well-being with traditional values and norms prevailing in society. This view is also a background in this study whether Indonesia as a collective society have the same interpretation in interpreting subjective well-being with Western psychology researcher.

Subjective well-being factors described above was chosen as a research variable is religiosity, optimism, self-efficacy and balance the role of family work. Religiosity is taken as a variable because the predicted role of subjective well-being because Indonesia has high religious values that had long believed the Indonesian nation. Partial results showed inconsistencies but it is becoming an attractive area to be studied more in depth whether religiosity has a positive effect on subjective well-being.

Tracing studies indicate that the factors of optimism and self-efficacy is one factor that is considered the most influential personalities in the women's leader in improving subjective well-being and a balanced role between family and work.

Another thing that must be considered in view of subjective well-being in women workers is the presence of other roles in addition to its work that are equally important role as mother and wife that is in the family. This challenging role if it can be managed with a balance will increase subjective well-being they so individuals are more confident with the roles she lived. Managing the balance between work and family does not mean having to sacrifice one of the inherent role and enhance the subjective well-being. Women with higher subjective well-being will demonstrate positive behavior not only for themselves but also their families and the environment. Families with higher subjective well-being will give a positive impact on the environment and ultimately result in subjectively healthy society.

Conclusion

Indonesia is racing towards developing country and industrial development must come with individual development. That condition brings lots of change in women's lifestyle too. This paper has presented a source of subjective wellbeing for women leader. Review journal shows external and internal factor influenced subjective wellbeing. That factor was personality such as optimism and self efficacy, religiosity, and work family balance. Subjective wellbeing research is a rapidly developing field, many weaknesses of the subject area are likely to be addressed in the near future. Research is still needed for a more comprehensive view on how well-being functions in societies. One area that deserves more attention is the outcome of well-being in a cultural context — namely, what results ensue in different societies when people experience low or high subjective well-being.

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