

Portrait the Performance of Local Government Internal Auditors from Lens Psychological Well-Being and Emotional Labour

Firawaty¹, Syarifuddin², Syarifuddin Rasyid³

^{1, 2, 3}Faculty of Economics and Business, Hasanuddin University

Email address: ¹firawaty@gmail.com, ²syarif1963@yahoo.com, ³syarifuddin07@gmail.com

Abstract— *The health and psychological well-being of workers can affect employee performance. Meanwhile, emotional labor plays a role in strengthening reciprocal relationships between employees and clients who see them. The literature view using expectancy theory. Vroom's expectancy theory has two basic assumptions, namely: 1) Individuals have beliefs about outcomes that have an impact on the behavior of a causal relationship between these outcomes, which are then known as expectancy beliefs or instrumentally, 2) Individuals have an (emotional) reaction to the outcome, namely relatedness and satisfaction, known as valance. The research method are using Qualitative research includes an inductive approach to constructing knowledge that uses research and emphasizes subjectivity as well as the meaning of experience for individuals. Mental health is not only seen or measured by the presence of Psychological well-being, but self-adjustment and values goodness lived by the person concerned. Internal Auditor Performance Portrait from the lens of Emotional Labor. When you have long realized that there is emotional or impulsive (according to impulses). Basically everyone connects deep feelings or emotions such as joy, worry, affection, hope, even miracles, for example, when someone forgets a favorite item, there are various emotional forms, there can be feelings of sadness, anger, and guilt.*

I. INTRODUCTION

The motivation of workers now in addition to service the nation state, is also an effort to meet various needs. But the reality is that lately, working people often do not know the meaning of work, because the income they are earn cannot prosper themselves and their families. One of the most influential components in the economy is labor. The meaning of the workforce is doing work or people who are able to work produce good or services that aim meet their need. The provision of employment is one way to achieve welfare of people's lives.

In a company an employee is considered the most important asset in the company. In addition, existence is considered to be able to make a major contribution to the success of the company. Employees in a company have different desires and goals for that they need to be fostered so that their respective goals can be integrated with organization goals. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. Improved employee performance will bring progress for the company to be able to survive in an unstable competitive business environment.

Robbin, Judge & Timothy (2009) say that someone who works in a company or organization must follow the rules made by company and show good performance even though sometimes they are faced with unfavorable situations, this is what can affect employee welfare. Well-being according to the Centers for Disease Control and Prevention is divided into psychological, economic, social, activity development, emotional, psychological, and life satisfaction, domain-specific satisfaction, and involvement in work activities. When physiological well-being has been met, it may not necessarily be balanced with psychological well-being. Research conducted by Gardner (2019), revealed that the work autonomy faced by employees and organizational-based self-esteem can affect the psychological well-being and resilience of employees.

In addition, the health and psychological well-being of workers can affect employee performance. Meanwhile, emotional labor plays a role in strengthening reciprocal relationships between employees and clients who see them. time to reduce their stress and increase satisfaction. It has been recognized that there are positive or negative impacts that result, and therefore it depends on each individual in overcoming emotional labor (Ashforth & Humphrey, 1993).

II. LITERATURE REVIEW

Expectancy Theory

Vroom (1964) states expectancy theory is related to choice and force. Vroom's expectancy theory has two basic assumptions, namely: 1) Individuals have beliefs about outcomes that have an impact on the behavior of a causal relationship between these outcomes, which are then known as expectancy beliefs or instrumentally, 2) Individuals have an (emotional) reaction to the outcome, namely relatedness and satisfaction, known as valance. Expectancy/instrumentally and valance affect individuals in two ways, namely increasing the force to act and influencing choices at the performance level.

A person with a strong motivation to achieve his goals will have a positive impact on his success, and vice versa if someone does not have a strong motivation it will negative impact on its success. Auditors who have a strong motivation to examine the financial statements optimally will have a positive impact on their success in producing the right opinion on the financial statements being audited.

Psychological well-being

Ryff (1989) defines Psychological Well-being (PWB) as a term used to describe an individual's psychological health based on the fulfillment of positive psychological functioning criteria. Psychological well-being is a measure of psychological development and mental health. Ryff builds psychological well-being model or often known as psychological well-being by combining human development theory, clinical theory of self-growth and mental health literature.

Ryff and Singer (1996) describe that a high level of psychological well-being indicates that individuals have good relationships with the surrounding environment, have good self-confidence, can build good relationships with others, and have personal goals and goals for their work. In line with that, Festy (2018) Psychological well-being is the result of an evaluation made by a person of his life, both cognitive evaluation and emotional evaluation. Cognitive well-being is a form of satisfaction in life while emotional well-being is a feeling of pleasure.

Aspects of Psychological well-being

1) Self-acceptance

Self-acceptance is an important part of psychological well-being where individuals have positive opinions about themselves. Self-acceptance emphasizes that individuals are able to come to terms with victories and failures in life. A person's self-acceptance is built on an honest self-assessment, realizing his failures and limitations but remaining humble enough to embrace himself as he is.

2) Positive relationship with others (positive relationship with other)

Positive relationships with others mean steadfastness and pleasure in having close relationships with others. The importance of having good relationships with others is highly emphasized in the definition of psychological well-being. The level of good relationships with others arises when individuals have warm, satisfying, trusting relationships, care about the welfare of others, have the capacity to feel empathy, intimacy, understanding of attitudes, and give and take in human relationships.

3) Autonomy

Autonomy refers to a person's ability to pursue his or her own beliefs, even if they conflict with prevailing policies. Autonomy refers to the ability to live independently. Autonomy is described as the ability of self-actualization where the individual only focuses on his internal beliefs and is not interested in what others think of him but will evaluate himself according to personal standards.

4) Environmental mastery

Environmental mastery is another important part of psychological well-being. Environmental mastery summarizes how individuals control their surrounding environment. The ability to master the environment requires skills in creating and maintaining a beneficial environment for a person, this is nothing but related to the characteristics of individual mental health. Environmental mastery is an individual's ability to choose and create the right environment for his psychological condition. Active participation in activities in the organizational

environment shows the individual's ability to manage various environmental situations to take advantage and try to manipulate them in such a way that they are able to provide mental health status for the individual.

5) Purpose of life (Life in Purpose)

The purpose of life is a person's ability to find meaning and direction in one's own experience and to set goals in life. Research has found that success at achieving goals leads to happiness only when individuals can develop their own independence.

Psychological well-being factors

1) Age

Ryff (1989) in his research has found that several dimensions of psychological well-being can change with age.

2) Gender

Gender can also affect a person's psychological well-being. Women are considered to have a higher level of psychological well-being than men. This is associated with a mindset that affects the way individuals deal with stress, as well as social activities undertaken, where women have better interpersonal skills than men (Ryff & Singer, 2008).

3) Autonomy

Autonomy refers to a person's ability to pursue his or her own beliefs, even if they conflict with prevailing policies. Autonomy refers to the ability to live independently. Autonomy is described as the ability of self-actualization where the individual only focuses on his internal beliefs and is not interested in what others think of him but will evaluate himself according to personal standards.

4) Environmental mastery

Environmental mastery is another important part of psychological well-being. Environmental mastery summarizes how individuals control their surrounding environment. The ability to master the environment requires skills in creating and maintaining a beneficial environment for a person, this is nothing but related to the characteristics of individual mental health.

5) Purpose of life (Life in Purpose)

The purpose of life is a person's ability to find meaning and direction in one's own experience and to set goals in life. Research has found that success at achieving goals leads to happiness only when individuals can develop their own independence.

6) Personal growth

Personal growth is defined as a person's ability to realize his own potential and talents in order to develop new resources.

7) Culture

According to Ryff and Singer (1996), the difference between western culture and eastern culture is one of the determining factors in the psychological well-being of a society. self-acceptance and individual autonomy.

8) Marital status

Individuals who have psychological well-being can also be influenced by marital status. Married individuals are known to have higher dimensions of self-acceptance and purpose in life than single individuals.

9) Level of social and economic status

Socio-economic level has an important impact on psychological well-being. Economic situations can encompass a wide range of rights related to access to housing, health care, education, employment and recreational activities. Research has shown that people in economically developed countries are happier than those in low-income countries. (Wells, 2010).

10) Education level

Another socio-demographic factor that can affect psychological well-being is the level of education. Education level is closely related to the dimensions of life goals (purpose in life) and personal growth (personal growth). Higher education has a high psychological well-being as well (Ryff, 1996).

11) Health

Ryff and Singer (1996) show that psychological well-being is correlated with physical health factors such as cardiovascular, neuroendocrine and immune factors.

12) Social support

Sarafino (2012) defines social support as assistance received by individuals from other people or groups around them, which makes the person feel comfortable, loved and valued. Social support is very meaningful in one's life because it can provide a forecast of one's psychological well-being.

13) Evaluation of life experience

Ryff (1989), explained that psychological well-being can be influenced by individual life experiences. This includes various experiences that can be used as a lesson in every phase of life.

Emotional Labor

Hochschild (2012) defines emotional labor as a process of emotional control carried out by workers who often make direct contact with customers. The control can be in the form of facial expressions and body movements. Organizations and reward systems in the form of salaries can determine whether workers must control their emotions at work and are able to create a conducive atmosphere for the organization.

Dimensions of Emotional Labor

Hochschild (2012) suggests that there are two dimensions of Emotional Labor, namely:

1) Surface acting

Surface acting or also known as surface acting is an attempt by workers to hide their deepest feelings, show emotions according to job demands and eliminate emotional expressions in response to appearance rules.

2) Deep acting

Deep acting is a state of individuals who consciously regulate their emotions so that they can express certain emotions which in the end individuals can also feel those emotions

Faktor-faktor Emotional Labor

1) Individual character

Individual characters in emotional labor consist of emotional contagion, empathic attention and employee emotions. Emotional contagion refers to a person's sensitivity to the emotions felt by others.

2) Job characteristics

Hackman and Lawyer (in Choi & Kyoung, 2015) define job characteristics as a task identity, skill variety, reciprocity and friendly contacts and relationships.

3) Organizational characteristics

Organizational characteristics consist of organizational support system, work pressure, social support and job satisfaction. Organizational support system is an organizational system that creates a good work environment and can reduce worker stress.

Impact of Emotional Labor

1) Can be a tiring and exhausting process for workers, as it is required to be able to add to their personal emotional domain which can lead to dangerous emotional conditions.

2) Emotional dissonance, namely, the disconnection of one's emotional feelings that can arise due to too long doing emotional work. This is due to the inconsistency between the emotions that are displayed and those that are felt.

3) Personalized, that is, when individuals will reduce their investment in their own emotions and other people until they can act as deep acting inhibitors to work.

4) In more extreme cases individuals can experience emotional exhaustion and their ability to regulate emotions becomes severely impaired.

Performance Concept

"A description of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission and vision of the organization contained in the formulation of the strategic plan (strategic planning) of an organization".

In general, it can be interpreted that performance is an achievement or result achieved by the organization within a certain period. Performance can be used by management to conduct periodic assessments of the effectiveness of an organization's operations based on targets, standard criteria that have been previously set. At the stage after the operationalization of the budget is the measurement of performance to assess the achievements of managers and organizational units they lead. Performance measurement is very important to assess the accountability of organizations and managers in producing better public services. Accountability is not just the ability to show how public money is spent economically, efficiently, and effectively. The responsibility center plays a role for reliable performance measures (reliable) is one of the key factors for the success of the organization. Help the government focus on the goals and objectives of the work unit program.

Performance Indicator

Performance indicators can be defined as quantitative and qualitative measures that describe the level of achievement of a predetermined target or goal by taking into account the indicators of inputs, outputs, outcomes, benefits and impacts. Input indicators are everything that is needed so that the implementation of activities can run to produce outputs.

This indicator can be in the form of funds, human resources, materials, time, technology, policies, and others that are used to implement programs or activities. While the output indicator is something that is expected to be directly achieved from an

activity which can be physical and/or non-physical, then the result indicator is everything that reflects the functioning of the activity output in the medium term (direct effect), the benefit indicator is something related to the goal. the end of the implementation of activities, and impact indicators are the effects caused, both positive and negative, on each level of indicators based on the assumptions that have been set.

Psychological Well-Being and Emotional Labor In Accounting

In interpreting a science, there will certainly be a new point of view on the relationship between cause and effect. Then how is this knowledge seen in line with the reader's point of view? Many experts interpret accounting differently, but that is because of different points of view. The definition of accounting according to the Financial Accounting Standards Board (FASB) (2017) is a service activity whose function is to provide quantitative information which is then used for economic decision making. Meanwhile, according to Paul Gradi (2017) accounting is an organizational function that is systematic, reliable and original in recording, classifying, processing, summarizing, analyzing, interpreting all transactions and events as well as the financial character that occurs in the company's operations as a responsibility for its performance. In this paper the author defines accounting is a process that will produce output or output. Accounting coverage in the form of psychological well-being and emotional labor begins with a review of the forms of psychological well-being and emotional labor which are forms of behavior in humans.

III. RESEARCH METHODS

Qualitative research includes an inductive approach to constructing knowledge that uses research and emphasizes subjectivity as well as the meaning of experience for individuals. According to Moleong (2014: 248) Qualitative research is research that aims to understand the phenomenon of what is experienced by research subjects. For example, behavior, perception, motivation and action. This qualitative research method is often referred to as a naturalistic research method because the research is carried out when the conditions experienced really occur or are natural settings.

The researcher also suggests that the type of research used is a case study, which is also considered more appropriate to use the focus that the researcher wants to examine because it provides descriptive results that make the research results more complete, in-depth and meaningful based on direct observations and the sources studied.

The description of the location of this research is located at Jalan A.P. Pettarani No. 71 The Office of the Inspectorate of South Sulawesi Province is one of the Regional Apparatus Work Units which has very strategic duties and functions in supporting and realizing the implementation of regional autonomy.

In this study, there are several ways to collect data:

1. Participant Observation

Participant observation is an approach that is often used in case studies. In participant observation, the researcher collects

data by participating in the daily life of the group or organization being studied. Researchers carry out activities carried out by the object to be able to make participatory observations of the object of research. Researchers conducted research activities at the Inspectorate of South Sulawesi Province for two months.

2. Structured Interview

An interview is a conversation with a specific purpose. The conversation is carried out by two parties, namely the interviewer (interviewer) who asks questions and the interviewee (interviewee) who provides answers to these questions (Moloeng, 2014: 186). The researcher asked the same questions in the same order to all respondents in order to generate the same response without causing difficulties in managing due to different interpretations. In this study, the criteria for the interviewees to be interviewed are as follows:

a. The main resource persons are Civil Servants with the position of Internal Auditor for a period of 5 – 20 years.

Data analysis

Qualitative data analysis is carried out if the empirical data obtained is qualitative data in the form of a collection of tangible words and not a series of numbers and cannot be arranged in categories/classification structures.

Data reduction

Data reduction is not something separate from analysis. Data reduction is defined as the process of selecting, focusing on simplification, abstraction, and transformation of rough data that emerges from written notes in the field.

Triangulation

In addition to using data reduction, the researcher also uses the triangulation technique as a technique to check the validity of the data. Where in the sense of triangulation is a technique of checking the validity of data that utilizes something else in comparing the results of interviews with the object of research (Moloeng, 2014:330).

IV. RESEARCH RESULTS AND DISCUSSION

Portrait of Internal Auditor Performance from Psychological well-being lens

Psychological well-being is a measure of psychological development and mental health. Building a model of psychological well-being or what is often known as psychological well-being by combining human development theory, clinical theory on self-growth and mental health literature. Mental health is not only seen or measured by the presence of Psychological well-being, but self-adjustment and values goodness lived by the person concerned.

Internal Auditor Performance Portrait from the lens of Emotional Labor

When you have long realized that there is emotional or impulsive (according to impulses). Basically everyone connects deep feelings or emotions such as joy, worry, affection, hope, even miracles, for example, when someone forgets a favorite item, there are various emotional forms, there can be feelings of sadness, anger, and guilt.

V. CONCLUSIONS, SUGGESTIONS, AND CONSTRAINTS

Conclusion

Finding the results of how the current auditor performance portrait is the most important goal in this study. Informants very much explained how their psychological well-being was by expressing it directly. Psychological well-being did not only discuss aspects of happiness. Psychological well-being explained that the purpose of life is a person's ability to find meaning and direction in their own experiences and set goals in life. his life. This research has found that success when achieving goals will lead to happiness only when individuals can develop their own independence. The attitude of independence he values as a form in the process of achieving job satisfaction in the form of promotions and ranks describes the shape of his life goals in achieving performance in his office. Social support is the help that individuals receive from other people or groups around them, which makes the person feel comfortable, loved and appreciated. Social support is very meaningful in one's life because it can provide a forecast of one's psychological well-being to improve organizational performance to increase organizational efficiency and effectiveness.

Suggestion

Based on the results of the research that has been done, the researchers can put forward some suggestions as follows.

1. Future research should expand the object of research so as to get more accurate results.
2. This research still needs to be developed further to get deeper elements about the performance of an auditor.
3. The indicators in psychological well-being and emotional labor as described in this study are considered to have represented how the performance of an auditor is, it is hoped that this research can be a consideration for internal auditors to work in accordance with the code of ethics and professionalism by attaching importance to the indicators indicators above.

Obstacles

Qualitative research is research that aims to understand the phenomenon of what is experienced by research subjects. For example, behavior, perception, motivation and action. This qualitative research method is often referred to as a naturalistic research method because the research is carried out when the conditions experienced actually occur or are natural settings. Therefore, the observations made as much as possible do not disturb the informants so that the time needed by the researcher is very limited.

Then of course qualitative research as a form of structured interviews and observations. Researchers have constraints in the use of perception itself, so researchers need more time to do data reduction to analyze sharpening, classifying, directing, discarding unnecessary, and organizing data in such a way that conclusions can finally be drawn and verified.

REFERENCES

[1]. (FASB), Financial Accounting Standards Board, 'Statement of Financial Accounting Concepts No. 1 Objectives of Financial Reporting by Business Enterprises', 2017

[2]. Annamalai, N., Foroughi, B., Iranmanesh, M., & Buathong, S. (2020). Needs and Facebook addiction: How important are psychological well-being and performance-approach goals? *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*, 39(6), 1942–1953.

[3]. Ashforth, B. E., & Humphrey, R. H. 1993. *Emotional labor in service roles: The Influence of identity*, *Academy of Management Review*, 18, 88 – 115

[4]. Bowditch, L, James & A. F. Buono. 1990. *A Primer on Organizational Behaviour*. 2nd Edition. New York. Wiley, Inc.

[5]. Brotheridge, C. M., & Grandey, A.A. (2002). Emotional labor and Burnout: Comparing two perspective of "people work". *Journal of vacation Behaviour*, 60(1), 17-39. <https://doi.org/10.1006/jvbe.2011.1815>.

[6]. B. Romney, Marshall & Paul John Steinbart. 2017. *Sistem Informasi Akuntansi*. Jakarta: Salemba Empat.

[7]. Choi, Y.G., & Kyoung.S.K.(2015). A literature review of *Emotional labor and Emotional labor Strategies*. *Journal of Management*, Vol 3(7), 238-290. DOI: 10.13189/ujm.2015.030704.

[8]. D. Wahyuningsih, N. A.Wulansari (2016). *The Impact of Psychological Capital On Nurseâ€™s Performance: The Mediating Role of Psychological Well-Being and Work-Family Conflict*. *Management Analysis Journal* : Vol 5 No 4

[9]. Danna, K., & Griffin, R.W. (1999). Health and well-being in the workplace: A review and Synthesis of the literature. *Journal of Managemen*, 25(23), 357-384. DOI: 10.1177/01420302500305

[10]. Davis, K. dan Newstrom, J. 1989. *Human Behavior at Work*. *Organization Behavior* 8th Edition. Singapore: Mc. Graw-Hill. International.

[11]. Gardner, D.G., (2019). The Importance of Well-being Resilient: Psychological well-being, Job otonomy, and self-Esteem of Organization manager. *Article in personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2019.109731>

[12]. Gracia, D., Al Nima, A., & Kjell, O. N. (2014). The affective profile, psychological well being and harmony: environmental mastery and self acceptance predict the sense of a harmonious life. 2(2), e259. DOI: 10.771

[13]. Grandey, A., Diefendorff, J., & Rupp, D. E. (Eds.). (2012). *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work*. New York: routledge.

[14]. Grandey, A.A. (2000). Emotional Regulation in The Work Place: The New Conceptualize of *Emotional labor*. *Journal of Occoputional Heath Psychology*, Vol. 5(1), 95-110. DOI: 10.1037//1076-8998.5.1.95.

[15]. Guy, M.E., Newman, M.A., Mastracci, S.H. (2008). *Emotional labor Putting the Service in Public Service*. New York: ME Sharpe.

[16]. Hochschild, A. R. (1983). *The Managed Heart*. Los Angeles: University of California Press.

[17]. Hochschild, A.R. (2012). *The Managed heart: Commercialization of Human Feeling*. California: University of California Press.

[18]. Hurlock, Elizabeth B. 2004. *Developmentnal Psychology*. Jakarta: Erlangga

[19]. Iszatt, W.M. (2012). *Leadership as emotional labour: Management and the 'managed heart'*. UK: Routladge.

[20]. Jensen, M. C., & Meckling, W. H. (1994). The nature of man. *Journal of applied corporate finance*, 7(2), 4-19.

[21]. Malek, M. D., Mearns, K., & Flin, R. (2010). Stress and Psychological Well-being in UK and Malaysian fire fighters. *Cross Culture Management*, 17(1), 50-61. <https://doi.org/10.1108/13527601011016907>.

[22]. Mastracci.S.H., Mary E.G. & Meridith. A.N. (2011). *Emotional labor and Crisis Response working on the Razor's Edge*. New York : Routledge.

[23]. Mastracci.S.H., Mary E.G. & Meridith. A.N. (2011). *Emotional labor and Crisis Response working on the Razor's Edge*. New York : Routledge.

[24]. Miles & Huberman. *Analisis Data Kualitatif*. Jakarta: Universitas Indonesia Press, 1992:16

[25]. Morris J. A. & Feldman D. C. (1996). The dimensions, antecedents, and consequences of *emotional labor*. *Academy of Management Review*, Vol. 21, pp. 986-1010. DOI: 10.2307/259161

[26]. Robbins, Stephen P. & Timothy A. Judge. 2009. *Organizational Behavior*. 13 Three Edition, USA: Pearson International Edition, Prentice -Hall.

[27]. Ryan, R. M., & Deci, E. L. (2001). On Happiness And Human Potentials: A Review Of Research On Hedonic And Eudaimonic Well-Being. In S. Fiske (Ed.), *Annual Review of Psychology*. Vol 52; 141-166. Palo Alto, CA: Annual Reviews/ Inc.

[28]. Ryde, R., & Sofianos, L. (2014). *Chapter 02: Solomon's Solution*. London: Kogan

- [29]. Ryff, C. D. & Essex, M. J. (1992). *The Interpretation of Life Experience and Well-Being : The Sample Case of Relocations Psychological and Aging*, 7(4), 507-517. <https://doi.org/10.1037//0882-774.7.4.507>
- [30]. Ryff, C. D. & Keyes, C. L. (1995). The Structure of Psychological Well-Being Revisited. *Journal of Personality and Social Psychology*, 69 (4).719-727. <https://doi.org/10.1037/0022-3514.69.4.719>.
- [31]. Ryff, C. D. (1989). Happiness is Everything, or is it? Exploration on the Meaning of Psychological Well-Being. *Journal of Personality and Social Psychology*. Vol, 57, No.6 106-108.
- [32]. Ryff, C. D. (1996) Psychological Well-Being in Adult Life. *Current Directions In Psychological Science*, vol 4:99-104. Happiness is Everything, or is it? Exploration on the Meaning of Psychological Well-Being. *Journal of Personality and Social Psychology*. Vol, 57, No.6 106-108.
- [33]. Ryff, C.D. & Singer, H.B. (2008). Know Thyself and Become What You Are: A Eudaimonic Approach to Psychological Well Being. *Journal of Happiness Studies* Vol.9 No.1 : 13-39. DOI: 10.1007/s109102-006-9019-0.
- [34]. Ryff, C.D. (2014). Psychological well-being revisited: Advances in the Science and practice of eudaimonia. *Psychotherapy & Psychosomatics*. Vol.83, hal 10-28. DOI: 10.1159/00353263.
- [35]. Ryff, C.D., & Singer, H.B. (1996), Psychological Well-Being: Meaning, Measurement, and Implications for Psychotherapy Research, *Psychotherapy and Psychosomatics*, 65, 14-23.
- [36]. Sarafino, E.P., & Smith, T.W. (2012). *Health Psychology: Biopsychosocial Interactions*. John Wiley & Sons Inc.
- [37]. Sarafino, E.P. (1994). *Health Psychology* (2.Ed). New York; Willey.
- [38]. Snyder, C. R., & Lopez, S.J. (2007). *Positive Psychology: The Scientific and practical Explorations of human Strengths*. California: Sage Publication.
- [39]. Stets & Turner. (2006). *Handbook of Sociology Emotions*. USA: Springer.
- [40]. Tsalasah, E. F., Noermijati, and Ratnawati K. 2019. *The Effect of Work Stress on The Performance of Employees Psychological Well- Being and Subjective Well-Being (Study at PT. Global Insight Utama Bali Area)*. Management and Economics Journal Vol 3 No. 1 pg 95-107
- [41]. Wells, I. E. (2010). *Psychological well-being*. New York : Nova Since publisher, inc
- [42]. White, M.I. (2012). *Leadership As Emotional labor Mangement and 'The Managed heart'*. New York: Routledge.