

The Effect of Social Support and Resilience on Psychological Well-Being, With Self-Acceptance as A Mediating Variable, Among Employees of Pertamina's Upstream Subholding

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Abstract

Psychological well-being is critical for employees in high-risk industries such as oil and gas due to intensive job demands, remote working conditions, and safety risks that may increase stress levels. This study, The Effect of Social Support and Resilience on Psychological Well-Being, With Self-Acceptance as a Mediating Variable, Among Employees of Pertamina's Upstream Subholding, aims to examine the influence of social support and resilience on psychological well-being, with self-acceptance as a mediating variable among employees of Pertamina Subholding Upstream. A quantitative survey design was applied, involving 383 employees selected using the Slovin formula and purposive sampling techniques. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Findings indicate that social support and resilience have positive and significant effects on both self-acceptance and psychological well-being. The model demonstrates moderate explanatory power, with an R^2 value of 0.430 for psychological well-being. Psychological well-being is influenced by both external factors (social support) and internal factors (resilience and self-acceptance). Strengthening workplace support systems and individual psychological resources is essential to enhancing employee well-being and organizational performance in high-risk industrial settings. These findings highlight the importance of integrated mental health strategies within organizations, particularly through strengthening supportive leadership, peer relationships, and resilience-based interventions to improve employee well-being and sustain long-term productivity in the energy sector context.

INTRODUCTION

Psychological well-being includes conditions in which individuals feel able to manage stress, maintain positive relationships, and function optimally in social and work environments (Chaurasia, 2024; Meher et al., 2025; Piao & Managi, 2022; Roellyanti, 2024). Especially in the oil and gas sector, which is highly technical, high-risk, and project-based, psychological well-being plays a crucial role in maintaining productivity, safety, and operational sustainability. According to reports by the World Health Organization (WHO) and the International Labour Organization (ILO), psychosocial work-related stress, long working hours, and high performance demands are major contributors to various health conditions,

ranging from cardiovascular disorders to severe stress-related conditions. Research also shows that employees with higher levels of well-being tend to work more efficiently, effectively, and productively, while demonstrating greater creativity, better health outcomes, and lower absenteeism. In the oil and gas sector, various studies highlight a strong link between a psychologically supportive work climate and improved performance, as well as reduced stress and absenteeism.

Employees at Pertamina Subholding Upstream face complex challenges due to the nature of work in oil exploration and production sectors (Harahap & Yosepha, 2025). Pressure from production and exploration targets requires optimal performance within tight deadlines, often exceeding reasonable limits, which can trigger prolonged stress (Napitupulu & Widanarko, 2024). Remote work sites and long rotation systems present additional challenges, as many tasks are conducted in offshore or remote onshore exploration areas, leading to social isolation, family-related concerns, and disruptions to normal lifestyles (Alroomi & Mohamed, 2021; Asare et al., 2021). High safety risks and job demands also represent serious concerns, as work in potentially hazardous zones, exposure to dangerous materials, and strict safety procedures increase cognitive and psychological strain (Naji et al., 2022; Baygi et al., 2022). Long rotation systems may further contribute to mental fatigue (burnout) and reduced adherence to safety procedures (Alroomi & Mohamed, 2022).

A global report on safety climate indicates that work environments that insufficiently address psychological aspects may increase absenteeism, mental health complaints, and reduced team performance. A tragic incident on an oil rig in Qatar underscores the severe consequences of psychological stress in the oil and gas industry, where a worker experiencing acute paranoia ultimately killed a cabin mate due to prolonged stress, lack of privacy, and extended rotations. Studies further show that offshore workers have a 15 times higher risk of suicide compared to onshore workers, with approximately 40% reporting suicidal ideation. Although Pertamina has implemented various safety protocols and welfare programs, job satisfaction remains a key determinant of employee performance. This indicates a significant need to strengthen strategies that integrate psychological well-being more comprehensively.

Social support, which includes support from employers, co-workers, and family, is considered essential in helping individuals manage stress, maintain mental health, and improve performance and productivity in the workplace. According to the Workplace Wellbeing 360 Report 2025, the well-being score of Indonesian workers is only 53.26%, far below Malaysia (67.89%) and Singapore (68.23%). The rate of presenteeism (being present but not productive) is also high at 41.2%, compared to absenteeism at only 7.7%. This condition indicates that many employees are physically present but psychologically unable to contribute optimally. A meta-analysis of studies in Indonesia (2012–2022) found a significant negative correlation between low social support and declining mental health (mean correlation coefficient approximately -0.566). A study conducted in Jakarta among workers aged 20–30 years found that 54% reported low social support, while 68.6% experienced moderate to high stress levels. Theoretically, social support functions as a buffer against stress through both instrumental and emotional mechanisms that help individuals cope with work and life pressures.

In an increasingly dynamic and demanding work environment, especially in high-risk industries such as oil and gas, resilience is a crucial factor in maintaining employee productivity and psychological stability. Resilience refers to an individual's capacity to adapt positively when facing adversity, failure, and professional or personal challenges (APA, 2020). Research by Windle et al. (2023) shows that individuals with high resilience tend to demonstrate stable work motivation, better conflict management skills, and higher work engagement compared to those with low resilience. This aligns with findings from the McKinsey Health Institute (2022), which reported that among more than 15,000 workers across Asia, including Indonesia,

approximately 60% of highly resilient employees also reported strong psychological well-being and low levels of emotional burnout.

The Conservation of Resources Theory (Hobfoll, 2018) explains that individuals with high resilience are better able to maintain and restore psychological resources, including hope, confidence, and meaning in work, all of which are closely linked to psychological well-being. Self-acceptance refers to an individual's ability to positively accept all aspects of the self, including strengths, weaknesses, and past experiences that may involve adversity or failure. Ryff (2018) states that self-acceptance is a core dimension of psychological well-being, reflecting the extent to which individuals maintain a positive attitude toward themselves. Individuals with high self-acceptance tend to experience less regret about the past, are able to forgive themselves, and demonstrate honest acknowledgment of both strengths and weaknesses.

A study by MacInnes (2022) shows that self-acceptance significantly mediates the relationship between social support and mental well-being among healthcare workers following the COVID-19 pandemic. Similar findings were reported by Zhou et al. (2023), indicating that resilience significantly affects psychological well-being only when individuals also possess sufficient levels of self-acceptance. This suggests that social support or resilience alone is not sufficient if individuals are unable to fully and unconditionally accept themselves. Data from the Global Energy Talent Index 2024 report shows that 53% of workers in the oil and gas sector experience significant mental distress, while only 27% of companies in the sector have implemented systematic mental health strategies.

Based on the description above, this study aims to examine the influence of social support and resilience on psychological well-being, with self-acceptance as a mediating variable among employees of Pertamina Subholding Upstream. The research questions proposed are: (1) whether social support affects psychological well-being; (2) whether resilience affects psychological well-being; (3) whether social support affects self-acceptance; (4) whether resilience affects self-acceptance; (5) whether self-acceptance affects psychological well-being; (6) whether self-acceptance mediates the effect of social support on psychological well-being; and (7) whether self-acceptance mediates the effect of resilience on psychological well-being.

Kumari & Thapa (2025), in **The Effect of Social Support and Resilience on Psychological Well-Being, With Self-Acceptance as a Mediating Variable, Among Employees of Pertamina's Upstream Subholding**, define psychological well-being as a complex and multidimensional construct encompassing happiness, mental and emotional health, life satisfaction, frequent positive affect, minimal negative affect, a sense of purpose and meaning in life, healthy interpersonal relationships, and continuous personal development. Muhammad & Athar (2022) define psychological well-being as a condition characterized by emotional stability, satisfaction with oneself and the environment, and dimensions such as self-acceptance, autonomy, positive relationships, and environmental mastery. Atlantis Press (2022) states that psychological well-being refers to a condition in which individuals achieve happiness without psychological disturbances, function optimally, and develop their full potential in an adaptive manner. Morin (2022) adds that psychological well-being is closely related to emotional health, overall functioning, and the realization of individual potential. Purintrapiban, Janyam, & Laeheem (2024) describe psychological well-being in employees as consisting of six dimensions: self-acceptance, personal growth, life purpose, environmental mastery, autonomy, and positive relations with others.

Aspects of psychological well-being according to Blasco-Belled et al. (2022), based on network analysis, include self-acceptance, purpose in life, and environmental mastery as core dimensions, alongside autonomy, personal growth, and positive relationships with others. Li, Sueb & Hashim (2025) identify basic psychological needs under Self-Determination Theory

as autonomy, competence, and relatedness, which influence psychological well-being. A 2024 scoping review of well-being measures found that many instruments are based on hedonic well-being, eudaimonic well-being, physical health, and general happiness. The 18-item version of Ryff's scale (2023) confirms five core factors: positive relations, environmental mastery, purpose in life, personal growth, and self-acceptance. Warriar, Jain, & Agha (2023) emphasize dimensions including self-acceptance, purpose in life, positive relationships, and personal growth.

Factors affecting psychological well-being based on recent research include helicopter parenting and fear of negative evaluation (Pinasti & Hertinjung, 2025), emotion regulation and social support (Norhidayah, Kusumawati & Pasca Rina, 2024), socioeconomic status and academic stress (Damayanti, Islamia & Agustriyani, 2024), mental health and environmental conditions (Dwidienawati, Pradipto & Indrawati, 2025), and social support and resilience (Ginting, Suharsono & Praharesti Eriany, 2024).

Self-acceptance is defined as a positive attitude toward oneself, including awareness and acceptance of strengths and weaknesses as well as past experiences (Abharini, Rusmana & Budiman, 2022). Tadius & Ambarwati (2023) describe self-acceptance as satisfaction with oneself and the ability to maintain self-regard despite experiences such as body shaming. Umar, Taibe & Gismin (2023) state that self-acceptance involves fully accepting one's physical and psychological condition. Hardanti & Munjirin (2024) define it as the ability of students to accept both strengths and weaknesses. Zellawati et al. (2025) identify self-acceptance as a mediating variable between gratitude, social support, and subjective well-being.

Aspects of self-acceptance according to Buratta, Delvecchio, & Mazzeschi (2023) include self-esteem and self-control as key determinants. Abharini, Rusmana & Budiman (2023) highlight acceptance of life experiences, strengths, weaknesses, and self-awareness. BJPsych Open (2023) emphasizes recognition and acceptance of one's strengths and limitations as a whole. Factors influencing self-acceptance include social comparison (Ruan, 2023), meaning in life (Wu et al., 2024), body image and perfectionism (Dames, 2024), mindfulness and self-compassion (Peixoto et al., 2023), and self-esteem, social support, and stress (Majauskiene et al., 2024).

Social support is defined as perceived support derived from social relationships that fulfill basic psychological needs such as autonomy, competence, and relatedness (Shin & Park, 2022). Chang, Yang & Hsieh (2023) describe it as psychological and material resources provided through social networks. Ruihua et al. (2025) define social support as emotional, informational, instrumental, and appraisal support provided through social connectedness. Marian, Chirodea, & Toca (2024) describe it as perceived care, love, and belonging within a supportive network. Rizkiana et al. (2024–2025) define it as support from family, friends, and the social environment in emotional, communicative, and material forms.

According to Tomai & Lauriola (2022), social support consists of emotional, informational, instrumental, and appraisal dimensions. Koğar & Koğar (2024) identify family, friends, and significant others as key sources of support. Lestari, Nurani & Hertinjung (2023) validate a three-dimensional social support scale in Indonesia: family, friends, and significant others.

Psychological resilience is defined as the psychological capacity to adapt positively to adversity and stress (2024). It is conceptualized as a dynamic process involving interaction between individuals and their socio-cultural environment (2022–2023). It is also described as the ability to manage stress effectively while maintaining psychological stability (2024). Key aspects include adaptive capacity, stress tolerance, and recovery ability (2023). Ostapchuk (2024) highlights self-regulation, optimism, cognitive flexibility, and social support systems as key components. Kalmanti et al. (2024) identify resilience dimensions including self-efficacy, job satisfaction, personality traits, coping styles, and perceived social support.

Based on theoretical and empirical evidence, the relationships among variables in this study are as follows: social support positively influences psychological well-being by reducing stress and enhancing self-competence (Kurniawati & Ramdhani, 2023; Widyaningrum & Handayani, 2022). Resilience positively influences psychological well-being through emotional regulation and cognitive appraisal of stress (Fletcher & Sarkar, 2020; Zhang et al., 2024; Riyadi & Fitria, 2023). Social support positively influences self-acceptance by strengthening self-esteem and self-perception (Majauskiene et al., 2024; Ruan et al., 2023). Resilience positively influences self-acceptance through self-compassion and realistic self-appraisal (Peixoto et al., 2023; Ostapchuk, 2024). Self-acceptance positively influences psychological well-being by reducing internal conflict and increasing subjective well-being (Wu et al., 2024; Ladies, 2024). Finally, self-acceptance mediates the relationship between social support, resilience, and psychological well-being.

The hypotheses proposed in this study are: H1) social support positively influences psychological well-being; H2) resilience positively influences psychological well-being; H3) social support positively influences self-acceptance; H4) resilience positively influences self-acceptance; H5) self-acceptance positively influences psychological well-being; H6) self-acceptance mediates the relationship between social support and psychological well-being; H7) self-acceptance mediates the relationship between resilience and psychological well-being.

RESEARCH METHOD

This study used a quantitative method with a correlational and explanatory approach to examine the extent of the influence of social support and resilience on psychological well-being and to assess the mediating role of self-acceptance in the relationship between these variables (Sugiyono, 2018). The quantitative approach was selected because the study aimed to test relationships among variables and analyze both direct and indirect effects. Data were collected using a survey method through questionnaires developed based on relevant psychological constructs and analyzed using inferential statistics with Structural Equation Modeling (SEM) based on Partial Least Squares (PLS).

The study involved four main variables: psychological well-being as the dependent variable (Y), self-acceptance as the mediating variable (M), and social support (X_1) and resilience (X_2) as independent variables. Psychological well-being was measured using Ryff's Psychological Well-Being Scale (1989), covering self-acceptance, autonomy, purpose in life, environmental mastery, positive relations with others, and personal growth, consisting of 52 items. Self-acceptance was measured using indicators adapted from Neff (2003), consisting of 40 items. Social support was measured using indicators based on House (1981), consisting of 32 items. Resilience was measured using the Connor–Davidson Resilience Scale (Connor & Davidson, 2003), consisting of 44 items. All instruments used a 5-point Likert scale.

The population consisted of 8,786 employees of Pertamina Subholding Upstream, covering both operational and non-operational units. Respondents were selected based on the following criteria: permanent employees with a minimum tenure of two years, aged between 25–55 years, and willing to participate voluntarily. A minimum sample size of 383 respondents was determined using the Slovin formula with a 5% margin of error. A purposive sampling technique was applied. Data were collected using both Google Forms and printed questionnaires distributed across several work locations, including Cepu, Balikpapan, Prabumulih, Jakarta, and Sorong.

Instrument validity was assessed using convergent validity (factor loadings > 0.70 and Average Variance Extracted/AVE > 0.50) and discriminant validity using the Fornell–Larcker criterion. Reliability was evaluated using Composite Reliability and Cronbach's Alpha, with acceptable thresholds above 0.70. Data analysis was conducted using PLS-SEM with SmartPLS version 4.0, including evaluation of the measurement model and structural model

(R², Q² predictive relevance, F² effect size, and NFI). Hypotheses were tested using bootstrapping with significance criteria of t-statistics > 1.96 and p-values < 0.05.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

Data was obtained from 383 respondents of Pertamina Subholding Upstream employees from various work locations. The characteristics of the respondents are presented in Table 1 below.

Table 1. Respondent Characteristics

Yes	Characteristics	Categories	Quantity (n)	Percentage (%)
1	Gender	Male	296	77,28%
		Women	87	22,72%
2	Age (years)	25–30	49	12,79%
		31–40	200	52,22%
		41–50	87	22,72%
		51–60	47	12,27%
3	Departments	Staff	184	48,04%
		Senior Staff	135	35,25%
		Manager	64	16,71%
4	Long Time Working	1–5 years	55	14,36%
		6–10 years	109	28,46%
		11–20 years	176	45,95%
		>20 years old	43	11,23%
5	Work Location	Stuttgart	69	18,02%
		Balikpapan	76	19,84%
		São Paulo São Paulo	72	18,80%
		Jakarta	87	22,72%
		São Paulo	79	20,63%

Source: Primary data processed, 2025

Based on this data, the majority of respondents are male (77.28%), are in the age range of 31–40 years (52.22%), serve as staff (48.04%), have a working period of 11-20 years (45.95%), and are spread across five main operational areas. This composition reflects the general characteristics of the oil and gas industry which is dominated by male workers in the technical field. The relatively balanced distribution of respondents across the five operational regions demonstrated good geographical representation and reinforced the external validity of the study.

Outer Model Testing

Convergent validity testing was carried out using SmartPLS version 4.0 with evaluation based on the loading factor and AVE values of each indicator. An indicator is considered to have good convergent validity if the outer loading value exceeds 0.70 and the construct is declared valid if the AVE value is above 0.50. The results of the analysis are presented in Table 2.

Table 2. Convergent Validity Test

Variable	Number of Indicators	AVE	Range Loading Factor	Remarks
Social Support	12	0,851	0,908 – 0,931	Valid
Psychological Well-Being	10	0,857	0,903 – 0,946	Valid
Self-Acceptance	10	0,854	0,916 – 0,936	Valid
Resilience	12	0,852	0,907 – 0,935	Valid

Source: Primary data processed, 2025

All indicators showed an outer loading value above 0.70 and an AVE value in each construct exceeded 0.50, so that all indicators met the criteria of good convergent validity. Some indicators have negative loading values because they are reverse coded items. Discriminatory validity testing was carried out using the Fornell-Larcker approach, the results of which are presented in Table 3.

Table 3. Fornell-Larcker Value Discriminant Validity Test

Variable	Social Support	Psychological Well-Being	Self-Acceptance	Resilience
Social Support	0,922			
Psychological Well-Being	0,482	0,926		
Self-Acceptance	0,511	0,598	0,924	
Resilience	0,466	0,471	0,445	0,923

Source: Primary data processed, 2025

The entire diagonal value (square root of AVE) is greater than the correlation between other constructs, which shows that each construct is empirically able to distinguish itself from other constructs. This research model has good discriminative validity and meets the criteria of the Fornell-Larcker test. The results of the reliability test are presented in Table 4.

Table 4. Reliability Test

Variable	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE	Remarks
Social Support	0,244	0,984	0,886	0,851	Accepted
Psychological Well-Being	0,371	0,982	0,904	0,857	Accepted
Self-Acceptance	0,382	0,981	0,905	0,854	Accepted
Resilience	0,684	0,984	0,945	0,852	Accepted

Source: Primary data processed, 2025

Although Cronbach's Alpha values on some constructs are below 0.70, the high Composite Reliability values (rho_a and rho_c) (>0.70) indicate that the overall reliability of the instrument is still acceptable. This indicates that each construct has good internal consistency and is able to adequately explain the variance of the indicators.

Inner Model Testing

Table 5. Coefficient of Determination Test (R²)

Leave variable	R-square	R-square adjusted	Remarks
Psychological Well-Being	0,430	0,425	Moderate
Self-Acceptance	0,316	0,312	Weak

Source: Primary data processed, 2025

The R-square value for Psychological Well-being of 0.430 indicates that about 43.0% of the variation in Psychological Well-being can be explained by independent variables in the model namely Social Support, Resilience, and Self-Acceptance. Based on the criteria of Hair et al. (2021), this value is categorized as moderate. The R-square value for Self-Acceptance of 0.316 is in the weak to moderate category, but it still has importance in the context of social research because human behavior and psychological factors are often influenced by many external variables.

Table 6. Goodness of Fit Test

Variable	AVE	R-square adjusted
Social Support	0,851	
Psychological Well-Being	0,857	0,425
Self-Acceptance	0,854	0,312
Resilience	0,852	
Mean Value	0,854	0,369
GOF Value	0,561	

Source: Primary data processed, 2025

A GoF value of 0.561 falls into the large category (>0.36 according to Tenenhaus et al., 2005), indicating that the structural model has a high degree of conformity to the analyzed data.

Table 7. F² Test (Effect Size)

	Self-Acceptance	Remarks	Psychological Well-Being	Remarks
Social Support	0,171	Medium	0,035	Small
Resilience	0,080	Small	0,052	Small

Source: Primary data processed, 2025

Social support has a moderate effect on self-acceptance ($F^2 = 0.171$) which means that changes in social support make a significant contribution to increasing individual self-acceptance. The effect of social support on psychological well-being was relatively small ($F^2 = 0.035$). Resilience had a small effect on self-acceptance ($F^2 = 0.080$) and psychological well-being ($F^2 = 0.052$). Social support is the most influential factor compared to resilience in explaining variations in self-acceptance.

Table 8. Q-Square (Q²) Predictive Relevance Test

Variable	R-square adjusted	Q ² predict
Psychological Well-Being	0,425	0,605
Self-Acceptance	0,312	

Source: Primary data processed, 2025

The Q² value of 0.605 is above the threshold of 0.35 which means the model has strong predictive relevance. The overall research model is able to predict endogenous variables with a high level of accuracy.

Table 9. Norm Conformity Index (NFI) Test

	Saturated model	Estimated model
Chi-square	1075,541	1075,541
NFI	0,959	0,959

Source: Primary data processed, 2025

An NFI value of 0.959 indicates that the structural model has a very good fit because it exceeds the threshold of 0.90 and even 0.95.

Hypothesis Test

Table 10. Direct Effect Hypothesis Test

Pathway	Original Sample (O)	T Statistics	P Values	Remarks
DS → KP	0,174	3,611	0,000	Accepted
DS → PD	0,387	8,543	0,000	Accepted
PD → KP	0,419	8,474	0,000	Accepted
RS → KP	0,203	4,182	0,000	Accepted
RS → PD	0,265	5,269	0,000	Accepted

Source: Primary data processed, 2025. Remarks: DS = Social Support; KP = Psychological well-being; PD = Self-Acceptance; RS = Resilience.

The test results showed that: (1) Social Support had a positive and significant effect on Psychological Well-being ($t = 3.611$; $p = 0.000$), so H1 was accepted; (2) Resilience has a positive and significant effect on Psychological Well-Being ($t = 4.182$; $p = 0.000$), so H2 is accepted; (3) Social Support has a positive and significant effect on Self-Acceptance ($t = 8.543$; $p = 0.000$), so that H3 is accepted; (4) Resilience has a positive and significant effect on Self-Acceptance ($t = 5.269$; $p = 0.000$), so H4 is accepted; (5) Self-Acceptance has a positive and significant effect on Psychological Well-Being ($t = 8.474$; $p = 0.000$), so H5 is accepted.

Table 11. Indirect Effect Hypothesis Test

Relationships Between Variables	Original Sample (O)	T Statistics	P Values	Remarks
DS → PD → KP	0,162	4,050	0,000	Accepted
→ PD → KP Hospital	0,111	2,467	0,014	Accepted

Source: Primary data processed, 2025

Both indirect pathways of influence show significant results so H6 and H7 are accepted. Self-acceptance has been shown to play a significant role in the relationship between social support and resilience to psychological well-being.

The results of the study showed that Social Support had a positive and significant effect on Psychological Well-being (H1 accepted). Individuals who receive social support from the

environment (family, friends, community) tend to have higher psychological well-being. These findings are consistent with research by Ginting et al. (2024) which found that social support is directly and significantly correlated with the psychological well-being of regional students, as well as research by Husnaa & Utomo (2025) which shows that social support along with resilience makes a significant contribution to work well-being. In the context of Pertamina Subholding Upstream employees, support from colleagues, superiors, and family is a psychological resource that is able to reduce the emotional burden due to work pressure in the oil and gas sector.

Resilience also has a positive and significant effect on Psychological Well-Being (H2 accepted). Individuals who have a high level of psychological resilience are better able to cope with stress, pressure, and life challenges, thereby directly improving their psychological well-being. These findings are in line with the research of Ni'maturrohman, Wibowo & Sunawan (2023) which found that resilience also affects mental health, especially when supported socially, as well as research by Novianti & Alfian (2022) which confirms that resilience is an important factor in psychological well-being. Employees in the upstream oil and gas sector who have high resilience are better able to maintain mental stability even though they work under conditions of high stress and risk.

Social Support has a positive and significant effect on Self-Acceptance (H3 accepted), showing that strong social support is able to increase an individual's self-acceptance of his or her circumstances. Resilience also has a positive and significant effect on Self-Acceptance (H4 accepted), suggesting that individuals who have good self-resilience are better able to accept themselves positively. Self-Acceptance has a positive and significant effect on Psychological Well-Being (H5 accepted), which confirms that the higher a person's self-acceptance, the higher the psychological well-being he or she feels. These findings support Ryff's (1989) theory that places self-acceptance as one of the main dimensions of psychological well-being.

Mediation effect testing showed that the effect of Social Support on Psychological Well-Being through Self-Acceptance was positive and significant (H6 accepted). This means that social support not only has a direct effect, but also works through self-acceptance to improve psychological well-being. Similarly, the effect of Resilience on Psychological Well-Being through Self-Acceptance was also positive and significant (H7 accepted), suggesting that resilience improves psychological well-being indirectly through the mediating role of self-acceptance. These findings support the research of Novianti & Alfian (2022) and Pitaloka et al. (2022) which show the role of mediators in strengthening the relationship between psychological variables. Overall, the research model was able to explain the data very well as shown by the GoF value of 0.561 (large category) and NFI of 0.959 (very good fit).

CONCLUSIONS

Based on the results of data analysis using Partial Least Squares (PLS) on 383 employees of Pertamina Subholding Upstream, this study concluded that social support and resilience had a positive and significant effect on psychological well-being and self-acceptance. In addition, self-acceptance also had a positive and significant effect on psychological well-being. Self-acceptance was found to play a significant mediating role in the relationship between social support, resilience, and psychological well-being, indicating that individuals with higher levels of social support and resilience tended to demonstrate better self-acceptance, which in turn enhanced their psychological well-being.

These results confirm that employees' psychological well-being is not determined by a single factor, but rather by the integration of external and internal factors. Based on these findings, it is recommended that management of Pertamina Subholding Upstream design employee well-being development programs by strengthening social support through emotional intelligence training, peer support groups, and resilience coaching. Employees are

also encouraged to build supportive social environments and to develop resilience and self-acceptance as part of maintaining psychological health. For future researchers, it is recommended to include additional variables such as self-efficacy, stress coping, or spiritual well-being, as well as to use a mixed-methods approach for deeper insights.

The limitation of this study lies in the relatively narrow scope of respondents, which was limited to a single company group. Future research is expected to involve more diverse respondents in terms of occupation, age, and social background to strengthen external validity.

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