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Employe Self-Acceptance in the Human Resources Development (HRD) Department at PT Cabinindo Putra in Facing Work Responsibilities

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Abstract: Employe psychological well-being is an important aspect that not only affects individuals but also the sustainability and effectiveness of the organization. One of the internal factors that plays an important role in shaping psychological well-being is self-acceptance. This study aims to understand the self-acceptance and psychological well-being of employes, specifically Human Resource Development (HRD) staff at PT Cabinindo Putra, a manufacturing company with high work demands related to accuracy, speed, and consistency. This research uses a qualitative approach with data collection methods including in-depth interviews and focus group discussions (FGD). Data analysis is based on Ryff's theory of psychological well-being and Berger's concept of self-acceptance. The research results show that HRD at PT Cabinindo Putra has a good level of self-acceptance, as evidenced by confidence in one's abilities, the use of internal value standards, a responsible attitude toward mistakes, the ability to accept criticism objectively, and a realistic understanding of one's limitations. This condition supports the creation of emotional stability and positive psychological well-being in carrying out the strategic role of HRD. This research is expected to provide an overview of the importance of self-acceptance as a foundation for employe psychological well-being and to be a consideration for organizations in human resource development.

Keywords: Human Resource Development, Employes, Psychological Well-Being, Organization, Self-Acceptance

INTRODUCTION

In recent years, employe psychological well-being has undergone a significant shift. Employe psychological well-being has shifted from being merely a humanitarian issue to a strategic imperative for organizational performance in the modern era (Grawitch et al., 2007). This change in perspective places psychological well-being as an important part of organizational strategy. If in previous years this issue was more often positioned as an additional aspect of human resource management, it can now be understood as a strategic component that directly influences the effectiveness and sustainability of an organization. Increasing work pressure, rapid changes in the business and work environment, and growing demands for adaptation make it necessary for organizations to ensure employes' psychological well-being is maintained to prevent a decline in work performance and the risk of resignation. In Indonesia, the rapidly evolving dynamics of the labor market have created a need to reexamine the internal factors that influence and play a role in shaping employe well-being.

As the work environment becomes increasingly competitive, the psychological condition of employes can be a crucial determinant in maintaining their motivation, creativity, and commitment to the organization. One of the main aspects determining this condition is the individual's internal factors. These factors include how employes perceive themselves, assess their abilities, and respond to the demands in the work environment. The internal factor that plays an important role in the psychological well-being of employes is self-acceptance. Ryff and Keyes (1995) define self-acceptance as a person's positive attitude toward accepting themselves holistically in various aspects of life, both in the present and the past. This ability allows individuals to have good emotional stability. Employes who can understand and accept themselves well tend to have higher emotional stability and are able to cope with any kind of pressure at work.

Additionally, according to Berger, building on Sheerer's definition of belonging (in Yosevina, 2023), self-acceptance is a condition where a person believes in their abilities and behaves according to their own standards, making them responsible for and accepting of all the consequences of their actions. However, in real modern life, there are many individuals who compare themselves to others they see on social media, feel inferior to their friends' social media posts, and many other things. Meanwhile, employes who cannot understand themselves and cannot accept themselves are more prone to stress, anxiety, and job dissatisfaction, which can impact their performance and social relationships in the workplace. This is supported by Hurlock (2007), who states that self-acceptance is the ability to accept everything about oneself, including both one's shortcomings and strengths. Based on both statements, this is important because it places self-acceptance as the main foundation for emotional stability, which is directly crucial in this context as employes with high self-acceptance will create a positive work atmosphere and environment.

In an organization, the role of human resources or Human Resource Development (HRD) is crucial in maintaining and developing the psychological well-being of employes. According to Gomez (1997), human resources play an important and decisive role in the success of an organization. An HRD professional is not only responsible for managing employe administration but also serves as a facilitator responsible for creating a psychologically healthy work environment. HRD also ensures the compatibility between individual and organizational needs (Wilson in Irmawati 2015). Thru well-designed development programs, organizational policies, and systems, HRD can help employes recognize their potential, manage work stress, and build a more positive self-acceptance. Therefore, the psychological condition of HRD in a company is an important aspect to consider. In this position, one must possess good interpersonal and emotional skills because they directly deal with various employe issues, such as workplace conflicts, performance evaluations, and decision-making that will impact the well-being of others.

These demands can be a source of pressure if not balanced by strong internal conditions, including good self-acceptance. HRD with good self-acceptance are able to be objective, emotionally stable, and not easily influenced by external pressure in carrying out their duties.

However, if HRD has a low level of self-acceptance, they are prone to internal conflict, emotional exhaustion, and difficulty managing job demands. This condition will impact the well-being of the individual concerned and can also affect the quality of HRD services toward all employes in the company. Thus, self-acceptance in HRD has broader implications because it is directly related to the overall organizational work climate and psychological well-being. As for previous studies supporting the importance of this internal factor, they state that self-acceptance has a significant relationship with employe well-being. This indicates that an individual's ability to fully accept themselves is the main foundation for stable and positive emotional conditions.

Additionally, workplace environmental factors also play an important role in influencing employe job satisfaction. A supportive work environment with adequate facilities will influence overall psychological well-being. Conversely, if the work environment is highly demanding but not supported by adequate internal employe conditions, this can trigger severe stress. At the manufacturing company PT Cabinindo Putra, self-acceptance becomes very important because the work environment at PT Cabinindo Putra demands accuracy, speed, and consistency from its employes in carrying out their duties, which can be a challenge for the employes themselves. Because of this, employes are vulnerable to stress or other psychological pressure, especially those with low self-esteem. Therefore, understanding the level of self-acceptance among employes at PT Cabinindo Putra, especially in the HRD staff department, is very important. To gain a deeper understanding of their psychological condition. This analysis needs to be conducted to see how well employes can adapt to existing job demands, and to identify how self-acceptance can affect their daily performance. The results of this research are expected to provide an objective overview of the internal aspects that influence the psychological well-being of employes in a company.

Organizational Profile

PT Cabinindo Putra is a manufacturing company established on October 1, 1991, providing high-quality products ranging from aluminum Die Casting Parts (Engine Parts, Safety Parts, Function Parts, Body Parts) to Plastic Parts (Exterior-Interior Parts, Function Parts) for automotive companies, both two-wheeled and four-wheeled vehicles, using CNC (Computer Numerical Control) machines to produce high-precision components thru turning, as well as electronic components in Indonesia and worldwide. PT Cabinindo has a total of 640 employes as of May 2025. Thanks to a good management system, since 2007 PT Cabinindo Putra has held ISO 9001 and 14001 certificates. PT Cabinindo Putra has two workplaces: Factory 1 is located at Jl. Toyogiri Selatan, Jatimulya Village, South Tambun, and Factory 2 is located at East Jakarta Industrial Park, Jl. Cimandiri 2 Plot 1F-3A, Sukaresmi Village, South Cikarang.

METHOD

This research uses a qualitative approach with data collection methods thru interviews and focus group discussions (FGDs). A focus group discussion is an activity or discussion forum conducted online or face-to-face between a group of people with the aim of sharing perspectives, ideas, experiences, or information related to a specific topic (Wijaya, 2023). This method was chosen to deeply explore the internal aspects and psychological conditions of employes. Interviews and FGDs were considered effective ways to understand how employes at PT Cabinindo Putra can express their self-acceptance, defined as a positive attitude toward accepting oneself completely, including one's strengths and weaknesses, within the context of workplace demands. This method will help analyze employes' ability to adapt to job demands (accuracy, speed, and consistency) and identify how self-acceptance can affect performance and the potential for other psychological symptoms to arise. Therefore, the data generated is expected to provide an objective overview of the internal aspects that influence employes' psychological well-being.

RESULTS AND DISCUSSION

Self-acceptance

According to Ryff and Singer (1996), well-being is a psychological condition formed from various experiences and the individual's functioning as a whole human being. This concept emphasizes that a person's well-being is not solely determined by the absence of problems, but by how individuals understand themselves, accept their lives, and are able to function positively. Well-being doesn't just mean being free from problems, but rather how someone understands themselves, feels content with who they are right now, and is able to live life in a way that is meaningful to them. In the world of work, understanding well-being is important because it helps us see how employes' inner conditions also determine how they handle work demands, maintain focus, and maintain their daily quality of life. One important aspect of Ryff's concept of well-being is self-acceptance. Ryff and Keyes (1995) explain that self-acceptance means a person can see themselves honestly and positively, accept their strengths, be aware of their weaknesses, and no longer be influenced by past experiences.

When someone can accept themselves, they are usually more emotionally stable and calmer in dealing with various situations. This kind of attitude helps them not be too hard on themselves and makes them better prepared to face the demands of life and work. In the workplace, self-acceptance plays a crucial role in influencing how employes cope with pressure, workload, and organizational dynamics. Self-acceptance is also an important indicator of good mental health, as it demonstrates a person's ability to see themselves realistically, accept their strengths and weaknesses, and still feel worthy. This attitude also reflects an individual's maturity and ability to function optimally under various life demands. When someone has strong self-acceptance, it's usually evident in how they approach daily activities with more confidence, maintain emotional stability, and demonstrate positive qualities even in challenging situations. This aligns with Berger's statement that a person who can accept themselves will also be accompanied by acceptance of others (Denmark, 1973).

Research conducted by Damayanti and Merdiaty (2024) indicates that an individual's self-assessment, particularly in the context of social comparison thru social media, is related to self-confidence. Individuals who are able to accept their own condition more positively tend not to be influenced by the success of others and have more stable self-confidence. This finding supports the concept of self-acceptance as an individual's ability to accept their strengths and limitations without relying on external influences. Furthermore, Berger (Denmark, 1973) explains that individuals with self-acceptance are characterized by several characteristics, namely: (1) adhering to values and standards that originate from within rather than external influences; (2) having confidence in their ability to face life; (3) being able to take responsibility and accept the consequences of their actions and experiences; (4) being able to respond objectively to criticism and praise from others; (5) not rejecting their feelings, impulses, limitations, or abilities. Based on the above discussion, this research will focus on Berger's theory of self-acceptance, as the characteristics described by Berger are considered most suitable for the characteristics of the research subjects.

Human Resource Development

Human Resource Development is a division within a company responsible for managing all aspects of human resources, from recruitment, training, career development, and performance management to compensation, ensuring legal compliance, and creating a healthy work environment. HRD (Human Resource Development) plays a crucial role in advancing a company (Benu et al., 2020). In modern organizations, HRD is seen as a strategic management partner that contributes to achieving organizational goals thru effective and sustainable employe development. By creating a work environment that supports collaboration, innovation, and personal growth, HRD can encourage employes to contribute to their fullest potential and feel motivated to achieve company goals (Pricillia, 2023). The role of HRD is quite important in creating a learning process that supports individual and organizational growth. HRD also helps

employes recognize their potential and limitations thru training programs, career development, and activities that can enhance employe competencies within the company.

Research conducted by Sofia & Handayani (in Norita, 2024) shows that HRD also plays an important role in creating a positive company culture and supporting employe development. Awareness of employes' potential and limitations will lead to realistic self-acceptance, allowing them to develop without undue pressure that exceeds their capacity. This also makes HRD contribute to the formation of employe self-acceptance as part of the human resource development process. Not only should employes accept themselves, but HRD personnel must also have good self-acceptance to be objective, emotionally stable, and not easily influenced by external pressure in carrying out their duties as HRD. Conversely, if HRD personnel have low self-acceptance, they are likely to experience internal conflict and emotional exhaustion, making it impossible for them to perform their jobs to the fullest. Thus, the proactive and strategic role of HRD becomes key in strengthening a company's human foundation to achieve long-term growth and success (Khaeruman & Tabroni, 2024).

Disscusion

According to Berger (Denmark, 1973), a person who has self-acceptance is someone who exhibits the following characteristics: 1) relies on internal values and standards; 2) believes they are capable of facing life; 3) takes responsibility for and accepts the conditions of their actions and experiences; 4) objectively accepts criticism or praise from others; 5) does not attempt to deny their feelings, motivations, limitations, and abilities. Based on the aspects we found and the interviews we conducted, here are the results we can present:

a) Belief in Ability in Berger's theory, individuals who have self-acceptance demonstrate a belief that they are capable of meeting life's demands. The interview results indicate that the subject is aware that their technical skills still need to be continuously developed, especially in dealing with the complexities of HRD issues. However, this awareness of limitations does not make the subject feel inferior, but rather serves as a motivation to continue growing and adapting to change. This reflects a realistic belief in one's own abilities, aligning with the concept of self-acceptance that doesn't demand perfection.
b) Self-Owned Standards Berger stated that individuals with self-acceptance tend to rely on internal values and standards. Based on interviews, the subjects assessed job satisfaction not solely by comparing themselves to colleagues, but on achieving personal standards, namely maintaining good industrial relations and the absence of labor issues. Additionally, the subjects did not feel inferior when seeing others' successes on social media, as they viewed those successes as the result of each individual's efforts. This finding suggests that the subject has self-evaluation standards derived from internal values, not from external validation.
c) Responsibility The aspect of responsibility is one of the important characteristics of self-acceptance according to Berger. The interview results show that the subject has a responsible attitude when facing mistakes or work failures. The subject consciously takes corrective and preventive actions thru systematic analysis such as 5W1H and 4M. Additionally, the subject is also brave enough to admit mistakes and accept the consequences. This attitude demonstrates the ability to objectively accept one's own condition, including mistakes made, without denial or seeking justification.
d) Resilience to Criticism Individuals with self-acceptance are able to receive criticism and praise objectively. Based on the interview results, the subject stated that criticism from superiors was received with an open mind and used as a learning tool to improve performance. Criticism is not perceived as a threat to self-esteem or a source of demotivation, but rather as constructive feedback. This aligns with Berger's theory, which emphasizes the individual's ability not to reject negative feedback about themselves.
e) Realistic Abilities The aspect of realistic abilities is reflected in an individual's understanding of their physical and mental limitations. The subject realizes that high

work demands must be balanced with good mental resilience. Additionally, the subject does not force themselves to be perfect in every task and understands that perfection cannot be achieved instantly. This realistic attitude demonstrates acceptance of one's limitations, which is an important part of self-acceptance according to Berger.

CONCLUSION

Based on the research results obtained thru interviews, it is evident that Human Resource Development (HRD) at PT Cabinindo Putra has good well-being and self-acceptance. This is due to the ability to know one's own strengths and limitations, the existence of work standards that serve as a guide for all internal tasks, and a realistic attitude toward job satisfaction, which aligns with Ryff's view of psychological well-being. Additionally, there is a consistency between Berger's theory, which serves as evidence that HRD at PT Cibinindo Putra has good self-acceptance. Where there is a role of responsibility he has toward work errors and consequences, which aligns with Berger's theory. Additionally, the objective acceptance of criticism and feedback, using it as valuable learning for the future, demonstrates a high level of self-acceptance. In line with Berger's view that individuals who do not reject themselves have already accepted themselves. The HRD department at PT Cibinindo Putra also demonstrates its ability to take responsibility for its work by the way it handles tasks and emerging problems. There is no avoidance behavior when facing work problems, but rather actions are taken to solve and prevent the problems from recurring. As for the statement of willingness to admit mistakes originating from oneself. Thus, HRD at PT Cibinindo Putra is proven to have good well-being and self-acceptance, as well as a sense of responsibility.

Advice

The ability of HRD at PT Cibinindo Putra to handle work-related problems is demonstrated thru a good sense of responsibility. There is no denial of the fact that some competencies still need improvement, but the task is still carried out according to responsibilities. This shows that the HRD of PT Cibinindo Putra can accept themselves but still have things that need to be improved according to realistic values. Acceptance of criticism also serves as a source of learning to better fulfilll responsibilities. And this ability serves as self-evaluation to improve existing problems and prevent their recurrence. Therefore, it is recommended to continue providing inner space for learning and to keep moving forward for competency development, so that self-acceptance continues to increase over time. Additionally, it's necessary to maintain a realistic attitude by focusing on the self-evaluation process for improvement in work.

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