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Research Article

The Relationship Between Psychological Capital and Self Compassion Towards Psychological Well-Being of Factory Employees in Kudus

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Abstract
The working environment in factories often demands strong physical and mental strength, which often affects the psychological condition of its employees. This study attempts to see how psychological capital and self-compassion play a role in improving the psychological well-being of factory employees in Kudus. A total of 81 factory employees who have worked for at least one year became participants in this study, selected using a purposive sampling technique. Data collection was carried out through a psychological scale that measures three main variables, namely psychological capital, self-compassion, and psychological well-being. The results of the analysis show that there is a very significant relationship between psychological capital and self-compassion with psychological well-being with rx12y of 0.763 at a p level of 0.000 (p <0.01), and an effective contribution of 58.3%. This means that psychological capital and self-compassion influence psychological well-being by 58.3% while the other 41.7% is influenced by other factors not examined in other studies. These findings emphasize the importance of the role of mental strength and a positive attitude towards oneself in facing the challenges of the world of work.

Keywords: Psychological Capital, Self-Compassion, Factory Workers

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INTRODUCTION

Over the past few decades, the industrial world has undergone rapid development. One significant impact has been the increase in the number of factory workers—both men and

women—who are often required to work under intense pressure. Female workers in these sectors, just like their male counterparts, endure long working hours and receive wages far below a decent living standard. They are exposed to various health and safety hazards, and also frequently become targets of gender-based violence, including physical abuse, assault, and even rape (Brown, 2021). In this context, companies are expected to ensure the well-being of their employees as a key factor in achieving organizational goals. Factors that influence employee well-being include salary systems, social security, benefits, working environment, available facilities, and career promotion opportunities (Soh dkk, 2016). According to the World Health Organization (WHO), a lack of psychological well-being in the workplace is one of the leading causes of reduced employee engagement, absenteeism, and high turnover rates within organizations (Ayu & Mujiasih, 2022).

This concern is further supported by a news report published by Jawapos.com (2025), which covered a real case in Serang, Banten. A factory worker named Marisa went viral after a video of her circulated on social media. In the video, she displayed signs of emotional disorientation, bitterly mimicking the way her supervisor had scolded and threatened her with a warning letter. She stated that although she had worked properly, she was still constantly pressured and unappreciated. This case serves as a real example of psychological distress rooted in non-physical workplace pressures that are emotionally damaging. Given this issue, it is essential to conduct research on the psychological well-being of factory employees. Psychological well-being is a particularly relevant and important topic from a psychological perspective, as it helps individuals live more peacefully, experience happiness, and cope with life's challenges since such challenges, if left unmanaged, can often lead to stress (Todaga & Wijono, 2022).

The researcher conducted interviews with three factory workers who had been employed for over a year. In-depth interviews with three factory workers in Kudus Regency revealed variations in the level of psychological well-being, influenced by differences in each individual's psychological capital and self-compassion. The first participant demonstrated resilience and a positive outlook, with the ability to regulate emotions effectively and maintain motivation even after experiencing failure. This individual also sought out positive social support, such as sharing experiences with peers, as an effective coping strategy. In contrast, the second participant showed a more withdrawn demeanor, tending to internalize emotions during stressful situations, feeling incapable of completing tasks, and frequently blaming themselves for failures. This was accompanied by significant signs of both physical and emotional exhaustion, indicating a low capacity to adapt to work-related pressure. The third participant exhibited fluctuating emotional states but was able to accept and recover from failures through self-reflection. They also showed a willingness to take on new responsibilities and made active efforts to carry them out effectively. Taken together, these interviews reinforce the notion that psychological capital and self-compassion play vital roles in supporting employees' psychological well-being, especially in high-pressure industrial work environments. Individuals who are able to interpret challenges constructively, maintain emotional health, and foster positive interpersonal relationships tend to experience higher levels of psychological well-being.

Psychological well-being refers to how individuals perceive their daily activities and reflects personal feelings based on their life experiences (Ryff & Singer, 2016). According to Keyes (Brebahama & Listyandini, 2016), psychological well-being is not limited to life

satisfaction or emotional balance, but also includes one's engagement with life's challenges. Harter et al. (Tenggara & Suyasa, 2014) found that employees with high psychological well-being tend to be more cooperative, less likely to be absent, more punctual, efficient, and willing to stay with their organization longer. Ryff (Wells, 2010) emphasized that individuals with high psychological well-being are accepting of themselves, independent, capable of managing their environment, purposeful, and able to fulfill their potential continuously. Psychological well-being can be viewed through a broader lens, namely positive psychology, which was pioneered by Martin Seligman in 1998 (Sekarini dkk, 2020). Within the framework of positive psychology, psychological well-being is understood as more than merely the absence of mental disorders or emotional distress. It also encompasses eudaimonic elements those related to the full realization of human potential and the pursuit of a meaningful life. According to Huebner, Gilman, and Jurlong 2009 (Yuliani, 2018) well-being is rooted in positive psychology, which examines the scientific study of what is truly meaningful in life. It emphasizes valuable aspects such as optimism, well-being, happiness, creativity, self-efficacy, wisdom, health, and decision-making that involves the use of personal strengths whether physical, cognitive, or socio-emotional as key indicators.

Psychological capital is defined as a positive psychological state of development in individuals, characterized by confidence in handling challenging responsibilities (self-efficacy), positive attribution regarding current and future success (optimism), persistence toward goals and the flexibility to redirect paths if necessary (hope), and resilience when facing setbacks (Luthans, 2007) . According to (Avey, 2011) individuals with high psychological capital tend to have the energy and motivation to sustain performance over time. High psychological capital is also associated with reduced mental health issues, enabling employees to cope more effectively with challenges (Krasikova, 2015). Previous studies have shown that psychological well-being can be influenced by psychological capital. Research conducted by (Avey, 2010) and (Peterson, 2008) emphasized that psychological capital has the potential to enhance employees' well-being. Employees with higher psychological capital tend to demonstrate greater potential in various aspects, such as adopting different perspectives, seizing opportunities, adapting to change, and ultimately improving their overall well-being (Avey, 2010).

Self-compassion is considered a fundamental source of eudaimonic happiness, which refers to finding happiness through engaging in meaningful experiences rather than simply avoiding pain. However, self-compassion does not mean avoiding pain it means embracing pain with kindness toward oneself (K. D. Neff, 2016). Self-compassion consists of three core components. The first is self-kindness**,** which involves treating oneself with warmth, compassion, and understanding during times of difficulty. The second is common humanity**,** which is the recognition that suffering and personal shortcomings are part of the shared human experience. The third is mindfulness**,** which involves clearly observing and accepting the present moment without judgment, allowing individuals to face reality as it is. According to research by Islam and Djamhoer (Bandung, 2012), self-compassion is the ability to comfort and care for oneself during times of suffering, failure, or imperfection. Individuals with high self-compassion try to understand themselves during difficult moments, which helps reduce anxiety and promotes healthier self-evaluation (Ak, 2020).

The relationship between self-compassion and psychological well-being has also been demonstrated in a study by (Ramawidjaya & Sartika, 2016) which found a strong correlation

between the two variables—indicating that higher levels of self-compassion are associated with increased psychological well-being. According to (Canaya, 2023), the higher the level of self-compassion among employees, the higher their psychological well-being tends to be. Conversely, lower levels of self-compassion are associated with lower psychological well-being. The relationship between self-compassion and psychological well-being is also supported by the findings of (Ramawidjaya & Sartika, 2016), which revealed a strong correlation between the two variables, indicating that individuals with high self-compassion are more likely to experience greater psychological well-being.

Based on the above explanation, the researcher is interested in further exploring and formulating the issue in a study entitled *"The Relationship Between Psychological Capital and Self-Compassion Toward Psychological Well-Being Among Factory Workers in Kudus."* This research is conducted due to the limited number of studies examining the influence of self-compassion and psychological capital on psychological well-being, particularly using factory workers or laborers as the target population.

RESEARCH METHOD

Research Design

This study employed a quantitative approach, with participants selected using purposive sampling, based on specific criteria determined by the researcher. In this study, the researcher applied a minimum correlation coefficient threshold of 0.30, based on the item-total correlation obtained through SPSS 15.0 for Windows. Therefore, any item with a correlation coefficient below 0.30 was considered invalid and excluded from the analysis. The data collection method employed in this study is a quantitative approach using a Likert scale as the research instrument. Each item in the scale is rated based on the following criteria: Strongly Disagree (STS), Disagree (TS), Fairly Agree (CS), Agree (S), and Strongly Agree (SS). Validity refers to the accuracy of an instrument in measuring what it is intended to measure. A validity coefficient of approximately 0.50 can be considered satisfactory and is more readily accepted. However, coefficients below 0.30 are generally deemed unsatisfactory (Azwar, 2012).

Participan

The population in this study consisted of employees or laborers working in Kudus Regency, Central Java. This location was chosen because it is one of Indonesia's major industrial hubs, particularly in the cigarette and manufacturing sectors, which employ a significant number of workers. The sample consisted of active factory employees who had worked for a minimum of one year and resided in Kudus. Workers with at least one year of tenure were selected as they are considered to have had sufficient exposure to the work environment and experience in dealing with the pressures, demands, and changes in the workplace especially within the factory setting. The required sample size was calculated using G*Power version 3.1.9.7. The initial effect size (f^2) was set at 0.15, with an alpha error probability of 0.05, statistical power of 0.8, and two predictors. The R^2 value for the relationship between psychological capital and psychological well-being was taken from (Andyan, 2022) at 0.249, while the R^2 value for self-compassion and psychological well-being was based on(Ifany & Scarvanovi, 2024), at 0.244, which were entered under the "specify matrices" column. Based on this analysis, the final effect size was determined to be 0.1383519,

with a minimum required sample size of 79 respondents. This study ultimately included 81 participants.

Research Procedure

The initial stages of this study involved determining the research location, identifying the subjects, and preparing the necessary components to ensure a smooth research process. The participants in this study were factory workers in Kudus who had at least one year of work experience. This criterion was selected to ensure that the participants had been sufficiently exposed to workplace dynamics and could provide relevant insights aligned with the study's objectives. The method applied in this study involves collecting data outside the workplace, where respondents were contacted personally outside of working hours or through social networks**.** This informal approach was used to allow the research process to proceed without requiring formal institutional approval. Additionally, distributing the questionnaire online served as an effective alternative to protect respondent confidentiality and avoid the necessity of obtaining permission from the company. The instruments used to collect data in this study consist of three scales, namely the Psychological Capital scale, the Self-Compassion scale, and the Psychological Well-Being scale.

Instruments

This study employed three data collection instruments, each consisting of 40 items: the psychological well-being scale, the psychological capital scale, and the self-compassion scale. The psychological well-being scale used in this research was developed by the researcher based on the dimensions proposed by (Ryff, 1995) which include self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, and personal growth. The psychological capital scale was also constructed by the researcher, referring to the dimensions introduced by (Luthans, 2007),namely self-efficacy, hope, optimism, and resiliency. Similarly, the self-compassion scale was developed based on the components outlined by K. D. Neff & Pommier, (2013), which include self-kindness, common humanity, and mindfulness.

Data Analysis Technique

Data analysis is the activity conducted after data from all research participants or other data sources have been collected. Quantitative research is carried out by grouping data according to variables and types of respondents, tabulating the data based on the variables, presenting the data for the variables being studied, and performing calculations to answer the research questions and test the hypotheses (Sugiyono, 2013).

Multiple regression analysis is a statistical method used to examine the relationship between one dependent variable (Y) and two or more independent variables (X1, X2). In this study, regression analysis is employed to test the relationship between X1 (psychological capital) and X2 (self-compassion) with Y (psychological well-being). The Pearson Product-Moment Correlation is a statistical method used to test minor hypotheses involving two numerical variables. This study aims to investigate the relationship between psychological capital and self-compassion with psychological well-being among factory employees in Kudus. Data analysis will be conducted using SPSS 15.0 for Windows.

RESULTS AND DISCUSSION

Results

The participants in this study were 81 different factory workers. Data from the distribution of the research scale revealed respondent characteristics based on how long they had worked as factory workers, their gender, age, and length of employment. The following section presents the results for each of these characteristics among factory workers in Kudus. Based on Table 1, generally the respondents of this study worked for 3 years (32.0%).

Tabel 1. Old description merged

Length of work	*Frequency*	*Percent*
1	10	12,3
2	23	28,3
3	26	32,0
4	8	9,8
5	4	4,9
6	2	2,4
More	8	9,8
Total	81	100

Respondents were categorized based on male and female gender with the majority being female, namely 70 respondents or 86.4%. The following is a table of respondent characteristics based on gender:

Tabel 2. Description of Research Respondents' Gender

Gender	*Frequency*	*Percent*
Male	11	13,5
Female	70	86,4
Total	61	100

The age range of the respondents in this study was between 18 and 45 years old, with the majority being in the 21–25 (72,8%) age group.

Tabel 3. Respondent age description

Age	*Frequency*	*Percent*
0-20	10	12,3
21-25	59	72,8
26-30	4	4,9
31-35	2	2,4
36-40	3	3,7
41-45	3	3,7
Total	81	100

The data description for psychological capital, self-compassion, and psychological well-being was obtained through the categorization of respondents' answers to the provided scales. The categorization results can be seen in Table 4, which presents the frequency distribution for

each total score category of the three variables. Among the 81 respondents, the majority for psychological capital (41.9%) fell into the moderate category. Similarly, most respondents (33.3%) for self-compassion were also in the moderate category, and the majority for psychological well-being (43.2%) likewise fell into the moderate category.

Tabel 4. Categorization Data

Variabel	Interval	Kategori	n	%
Psychological capital	X ≥ 71	Sangat	0	0
	58 ≤ X ≤ 71	Tinggi	11	13,5
	46 ≤ X ≤ 58	Tinggi	34	41,9
	33 ≤ X ≤ 46	Sedang	27	33,3
	X ≤ 33	Rendah	9	11,1
		Sangat Rendah		
Self compassion	X ≥ 64	Sangat	14	17,2
	53 ≤ X ≤ 64	Tinggi	25	30,8
	41 ≤ X ≤ 53	Tinggi	27	33,3
	30 ≤ X ≤ 41	Sedang	10	12,3
	X ≤ 30	Rendah	5	6,1
		Sangat Rendah		
Psychological well being	X ≥ 40	Sangat	1	1,2
	33 ≤ X ≤ 40	Tinggi	24	29,6
	27 ≤ X ≤ 33	Tinggi	35	43,2
	20 ≤ X ≤ 27	Sedang	15	18,5
	X ≤ 20	Rendah	6	7,4
		Sangat Rendah		

Based on the results of the normality test, it was found that the psychological capital variable had a significance value of $p = 0.309$ (p > 0.05) with a K-SZ value of *0.965*, indicating that the items within the psychological capital variable are normally distributed. Meanwhile, for the Self-Compassion variable, the normality test showed a significance value of $p = 0.225$ (p > 0.05) with a K-SZ value of *1.044*, which also indicates a normal distribution of its items. For the psychological well-being variable, the normality test yielded a significance value of $p = 0.296$ (p > 0.05) with a K-SZ value of *0.977*, thus confirming that the items are normally distributed as well. These findings are presented in Table 5.

Tabel 5. Normality test results

No	Variabel	K-SZ	P (0,05)	Keterangan

1	*Psychological Capital*	0,965	0,309	Normal
2	*Self Compassion*	1,044	0,225	Normal
3	*Psychological Well Being*	0,977	0,296	Normal

The results of the linearity test indicate a linear relationship between psychological capital and psychological well-being, as shown by an F-value of *1.106* with a significance level of *0.474* ($p > 0.05$). Similarly, the relationship between self-compassion and psychological well-being also demonstrates linearity, with an F-value of *1.220* and a significance level of *0.263* ($p > 0.05$). Therefore, it can be concluded that both psychological capital and self-compassion have a linear association with psychological well-being. The results of the linearity test can be seen in tables 6 and 7.

Tabel 6. Linearity test between psychological capital and psychological well being

Variabel	F	(Sig) P	Keterangan
Psychological capital	1.106	0.474	Linear

Tabel.7 Linearity test between self compassion and psychological well being

Variabel	F	(Sig) P	Keterangan
Self compassion	1,220	0.263	Linear

Table 8 presents the results of the regression analysis. Based on the results of the major hypothesis test, a significance value of $p = 0.000$ ($p < 0.01$) was obtained, with a correlation coefficient $rx_{12}y$ of *0.763*. This indicates a highly significant relationship between psychological capital (x_1) and self-compassion (x_2) with psychological well-being (y). Therefore, the hypothesis stating that there is a relationship between x_1 and x_2 with y is accepted. The effective contribution of the independent variables to the dependent variable is *58.3%*.

Tabel 8. The results of the analysis test between psychological capital and self-compassion with psychological well-being

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,763(a)	,583	,572	4,394

Based on the results of the Product Moment correlation test (minor hypotheses), the relationship between psychological capital (x_1) and psychological well-being (y) yielded a significance value of $p = 0.000$ ($p < 0.01$) with a correlation coefficient rx_1y of *0.755*. This

indicates a very significant positive relationship between x_1 and y: the higher the psychological capital, the higher the psychological well-being, and conversely, the lower the psychological capital, the lower the psychological well-being. Thus, the hypothesis stating a positive relationship between x_1 and y is accepted. Similarly, for the relationship between self-compassion (x_2) and psychological well-being (y), the analysis showed a significance value of $p = 0.000$ ($p < 0.01$) with a correlation coefficient rx_2y of *0.686*. This also indicates a very significant positive relationship between x_2 and y: the higher the self-compassion, the higher the psychological well-being, and vice versa. Therefore, the hypothesis stating a positive relationship between x_2 and y is accepted.

Tabel 9. Results of Analysis between Psychological Capital and Self Compassion with Psychological Well Being

		X1	X2	Y
X1	Pearson Correlation	1	,823(**)	,755(**)
	Sig. (2-tailed)		,000	,000
	N	81	81	81
X2	Pearson Correlation	,823(**)	1	,686(**)
	Sig. (2-tailed)	,000		,000
	N	81	81	81
Y	Pearson Correlation	,755(**)	,686(**)	1
	Sig. (2-tailed)	,000	,000	
	N	81	81	81

Discussion

This study was conducted to examine the relationship between psychological capital and self-compassion with psychological well-being among factory workers or employees in Kudus. Based on the results of the major hypothesis regression analysis, a highly significant relationship was found between psychological capital and self-compassion with psychological well-being. Therefore, the hypothesis stating that psychological capital and self-compassion are related to psychological well-being is accepted, with an effective contribution of 58.3%**.** This means that psychological capital and self-compassion influence psychological well-being by 58.3%**,** while the remaining 41.7% is influenced by other factors not examined in this study**.**

These results are consistent with the findings of a study conducted by (Rosalina, 2018) titled *"The Relationship Between Psychological Capital and Psychological Well-Being Among Medical Interns at the Faculty of Medicine, Diponegoro University."* The results of the analysis revealed a significant influence of psychological capital on psychological well-being among the medical interns. This was evidenced by the results of multiple regression analysis, which showed regression coefficients of 0.672 and 0.519, and a coefficient of determination of 0.452, indicating an effective contribution of 45.2%**.** This suggests that the relationship between psychological capital and psychological well-being among medical interns reflects that, although they experience considerable work pressure, the majority still report high levels of psychological well-being due to their strong psychological capital.

Another study was conducted by (Karima & Baidun, 2019) titled *"The Influence of Psychological Capital and Job Satisfaction on Psychological Well-Being Among Firefighters."* The study found a correlation coefficient between psychological capital and psychological well-being of R = 0.329 with a significance level of P = 0.000**.** The coefficient of determination indicated that psychological capital contributed 32.9% to psychological well-being among firefighters, while the remaining 67.1% was influenced by other factors not examined in the study. In addition, another study examining the relationship between self-compassion and psychological well-being was conducted by (Sawitri & Siswati, 2019), titled "The Relationship Between Self-Compassion and Psychological Well-Being Among Inpatient Nurses at Jombang District Hospital." The results showed a coefficient of determination (R^2) of 0.539, indicating that self-compassion contributes 53.9% to psychological well-being, while the remaining 46.1% is influenced by other factors not addressed in the study.

Another relevant study by (Fauziah & Rofiqoh, 2023), titled "Can Self-Compassion Improve Adolescents' Psychological Well-Being?", revealed that self-compassion contributed 8.4% to psychological well-being, while 28.9% of the variance was explained by other variables. Individuals often experience various negative emotions such as stress, depression, and hardship, which are sometimes perceived as abnormal. These conditions can negatively impact their performance and hinder their ability to function optimally in daily life. This research aligns with the positive psychology approach, which emphasizes the development of personal strengths such as hope, optimism, resilience, and self-empathy. According to (Seligman & Csikszentmihalyi, 2000), positive psychology focuses on human potential and well-being. Unlike traditional psychology, which often centers around pathology and disorders, positive psychology views humans as having the capacity to grow, thrive, and build fulfilling lives.

Psychological Capital (PsyCap), as defined by (Luthans et al., 2007) consists of four key components hope, efficacy (self-confidence), resilience, and optimism. These four elements are commonly referred to by the acronym "HERO", and they represent psychological strengths that align with the principles of positive psychology. In the context of factory employees or laborers, psychological capital plays an essential role in helping individuals cope with work-related pressure, manage stress, and remain motivated to achieve both personal and professional goals. Individuals with high psychological capital tend to have better psychological well-being because they are able to perceive challenges as opportunities for growth and learning.

Based on this understanding, and referring to the results of the minor hypothesis test (correlation analysis), it was found that the correlation between psychological capital and psychological well-being yielded a significance value of $p = 0.000$ ($p < 0.01$), with a correlation coefficient of $rx_1y = 0.755$. This indicates a very significant positive relationship, with an effective contribution of 44.5%. In other words, the higher the psychological capital, the higher the psychological well-being, and conversely, the lower the psychological capital, the lower the psychological well-being. Thus, the hypothesis stating that there is a positive relationship between psychological capital and psychological well-being is accepted.

These results are consistent with a study conducted by (Christine Leonardi & Tri Harsono, 2022) titled "The Relationships Between Psychological Capital and Psychological Well-Being of MSME Owners in Tempursari Village," which reported a correlation coefficient of $r = 0.274$ ($p < 0.05$). The correlation analysis indicated a positive but low relationship

between psychological capital and psychological well-being. Since the two variables are positively correlated, the findings suggest that the higher the psychological capital, the higher the psychological well-being of MSME owners in Tempursari Village. Another study by (Malekitabar dkk., 2017) also found a significant positive correlation between psychological capital and psychological well-being. This demonstrates that the better the implementation of psychological capital, the higher the level of psychological well-being in individuals—and vice versa.

In addition to psychological capital, self-compassion plays an important role within the framework of positive psychology. The concept of self-compassion, introduced by(K. Neff, 2003), refers to treating oneself with kindness and understanding when facing difficulties or failures. By practicing self-kindness, acknowledging shared human experience (common humanity), and maintaining mindful awareness (mindfulness), individuals can reduce negative emotions and enhance emotional well-being. This is especially beneficial for employees who often face work-related stress and demands.

Based on this understanding and referring to the minor hypothesis test (correlation test) presented in Table 9, the relationship between self-compassion and psychological well-being showed a significance value of $p = 0.000$ ($p < 0.01$) with a correlation coefficient $rx_2y = 0.686$, and an effective contribution of 16.4%. This indicates a very significant positive relationship between self-compassion and psychological well-being. In other words, the higher the self-compassion, the higher the psychological well-being—and conversely, the lower the self-compassion, the lower the psychological well-being. Therefore, the hypothesis stating that there is a positive relationship between self-compassion and psychological well-being is accepted.

A study conducted by (Malinda Syafrina & Ika Andrini Farida, 2023) titled "Self-Compassion as a Predictor of Psychological Well-Being Among University Students in Three Public Universities in Malang City" found a correlation coefficient $R = 0.740$ and a coefficient of determination $R^2 = 0.548$, indicating that self-compassion contributes 54.8% to psychological well-being, while the remaining 45.2% is influenced by other factors beyond self-compassion. This implies that psychological well-being improves when individuals are able to accept and treat themselves kindly during difficult times. These findings are in line with previous research by (Aditya et al., 2022), and (Rizky dkk, 2017), all of which also concluded that self-compassion is positively related to psychological well-being.

Based on descriptive analysis of the psychological well-being scale responses from 81 participants in this study, the empirical mean score was 30.05 with a standard deviation of 6.717. These results indicate that, overall, participants' psychological well-being levels fall within the moderate category. Further breakdown of the data shows that:6 participants (7.4%) were in the very low category, 15 participants (18.5%) were in the low category, 35 participants (43.2%) were in the moderate category, 24 participants (29.6%) were in the high category, and only 1 participant (1.2%) was in the very high category.

This distribution shows that the majority of participants—approximately 43.2%—have a moderate level of psychological well-being, while the remaining participants are spread across the low and high categories. This indicates a variation in psychological well-being levels among the employees who participated in the study. Such variation provides a strong basis for further examining the contributing factors to these differences, such as psychological capital and self-compassion. According to(Ferrari et al., 2022), psychological well-being is crucial in

the organizational context, as employees with high psychological well-being tend to be more productive, creative, and adaptive to change. This supports the findings of the present study, which revealed that most participants had moderate levels of psychological well-being—suggesting a potential for improvement through appropriate interventions.

Based on descriptive analysis of the psychological capital scores from 81 study participants, the empirical mean was 51.89 with a standard deviation of 12.604. These results indicate that, overall, participants had a moderate level of psychological capital. The distribution of responses on the psychological capital scale is as follows: 9 participants (11.1%) were in the very low category, 27 participants (33.3%) in the low category, 34 participants (41.9%) in the moderate category, 11 participants (13.5%) in the high category, and 0 participants (0%) in the very high category. This distribution shows that the majority of participants (41.9%) had a moderate level of psychological capital, with the rest distributed across the low and high categories.

According to (Manzano-García & Ayala, 2017), psychological capital, which includes hope, self-efficacy, optimism, and resilience, is a psychological resource that can be developed to strengthen an individual's mental resilience in facing work and life pressures. Their study demonstrated that increased psychological capital is significantly and positively correlated with enhanced psychological well-being, especially in high-pressure work environments.

In line with this, (Moreno et al., 2024) explained that psychological capital contributes positively to psychological well-being through the use of adaptive coping strategies. Individuals with high psychological capital are more effective in managing psychological stress, which helps maintain their mental well-being. This highlights the important implication that enhancing psychological capital can serve as a key focus in interventions aimed at improving employees' or individuals' psychological well-being. A study by (Chawla & Sharma, 2019) also emphasized that psychological capital plays a crucial role in enhancing employees' psychological well-being, particularly among women. In this context, the core components of psychological capital—hope, optimism, resilience, and self-efficacy—provide a strong foundation for individuals to adapt and manage workplace challenges, ultimately improving their psychological well-being.

Gender differences are also an important variable, as noted in the study by Singh & Sharma, which found that women tend to be more sensitive to social support and perceptions of gender fairness—factors that may strengthen the link between psychological capital and psychological well-being. This suggests that psychological conditions and social environmental support play a significant role, especially for women working in demanding environments such as the manufacturing industry.

Based on the descriptive analysis of the self-compassion scale responses from 81 participants, the empirical mean score was 47.05 with a standard deviation of 11.552. These results indicate that, overall, the participants' level of self-compassion falls within the moderate category. The distribution of responses is as follows: 5 participants (6.1%) were in the very low category, 10 participants (12.3%) in the low category, 27 participants (33.3%) in the moderate category, 25 participants (30.8%) in the high category, and 14 participants (17.2%) in the very high category. This distribution shows that the majority of participants (33.3%) had a moderate level of self-compassion, with the remaining participants distributed across the high and very high categories. These findings suggest that most of the employees or factory workers in this study possess a relatively good ability to treat themselves with kindness and compassion,

especially when facing difficulties or failures. This result is consistent with the study by (Palermo et al, 2022) ,which stated that "demographic characteristics such as having more years of experience seem to be related to the level of self-compassion in workers." This implies that longer work experience may support the development of self-compassion in individuals. Employees or workers with longer tenure tend to have more mature adaptive mechanisms for coping with work stress, including self-acceptance and non-judgmental attitudes toward personal mistakes.

In addition, a recent study by (Ferrari et al., 2022)emphasizes that self-compassion plays a significant role in reducing stress, enhancing emotional regulation, and supporting psychological well-being. On the other hand, findings from (Svendsen et al., 2017) reveal that individuals with high levels of self-compassion generally experience lower levels of anxiety and depression, and possess stronger abilities to build positive social relationships. These findings suggest that employees with high self-compassion tend to be more resilient in dealing with work-related stress and exhibit greater emotional stability.

CONCLUSION

Based on the results of the study, there is a very significant relationship between psychological capital and self-compassion with psychological well-being, indicated by a correlation coefficient of $rx_{12}y = 0.763$ and a significance level of $p = 0.000$ ($p < 0.01$). The effective contribution of the two independent variables is 58.3%, meaning that psychological capital and self-compassion together influence psychological well-being by 58.3%, while the remaining 41.7% is influenced by other factors not examined in this study.

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AUTHOR CONTRIBUTIONS

Look this example below:

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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