



Work Environment and Job Satisfaction of Soldiers with Psychological Well-being as a Moderator

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Abstract

Indonesian military personnel serve as the front line in safeguarding national sovereignty and often face high job pressure and challenging work environments. These conditions can lead to stress, job dissatisfaction, and even disciplinary violations. A decrease in job satisfaction can significantly impact soldier loyalty and performance. Therefore, understanding the factors influencing job satisfaction is essential. This study aims to examine the relationship between work environment and job satisfaction and explore the moderating role of psychological well-being among soldiers of the 3rd Armed Battalion/Naga Pakca. The research utilized a quantitative correlational method, involving 177 enlisted and non-commissioned officers from the 3rd Armed Battalion/Naga Pakca. Data were gathered using three self-report scales: the work environment scale based on Soetjipto's theory, developed into a work environment scale by Panggabean and Satwika (2024); the Job Satisfaction Scale – Luthans, adapted by Irmadani and Izzati (2024); and the Psychological Well-Being Scale – Ryff, adapted by Rijki and Kuncoro (2024). All instruments were tested for validity and reliability. Data analysis was performed using Pearson Product-Moment Correlation and Moderated Regression Analysis (MRA) with interaction testing. The findings revealed a strong and statistically significant positive relationship between work environment and job satisfaction ($r = 0.707$; $p < 0.05$). Additionally, psychological well-being was found to significantly moderate this relationship ($p = 0.000$), contributing 75.4% to the overall model (R^2). This indicates that psychological well-being strengthens the impact of a conducive work environment on job satisfaction. In conclusion, psychological well-being plays a critical role in enhancing the positive influence of the work environment on job satisfaction among military personnel. Therefore, military institutions should prioritize supportive work environments and programs that promote mental well-being to improve soldiers' satisfaction and performance over the long term.

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INTRODUCTION

The work environment plays a pivotal role in shaping the behavior, motivation, and mental state of employees, particularly within high-pressure institutions such as the military. In the military context, the work environment includes leadership style, organizational culture, discipline, task pressure, infrastructure, and social interactions within the unit. A structured and supportive work environment can enhance soldier performance and job satisfaction (Zukarnaen & Saptono, 2020), even exerting stronger influence than job satisfaction alone (Putra et al., 2023). Conversely, a stressful work environment characterized by high demands, poor communication, and limited facilities can reduce psychological well-being and ultimately lower job satisfaction (Zhi Zeng et al., 2020).

Job satisfaction itself refers to an individual's evaluation of their job across cognitive, affective, and behavioral dimensions (Judge et al., 2021). It is affected by working conditions, interpersonal relationships, and professional appreciation, and it negatively correlates with organizational stress (Mihaela et al., 2022). In the military, job satisfaction also includes dimensions such as trust in leadership, the perception of fairness in task distribution, and feelings of inclusion in operational goal (Siswanto et al., 2020). Low job satisfaction can diminish soldiers' motivation and contribute to rule violations and organizational disengagement (Fadhlon & Dwiningwarni, 2023; Mobilio et al., 2021).

Another critical construct is psychological well-being, which encompasses life satisfaction, emotional stability, and the ability to handle stress and adversity (Kang & Kim, 2022). In a military setting, psychological well-being reflects a soldier's resilience and capacity to remain functionally optimal under pressure. It is influenced by internal factors like coping strategies and resilience, as well as external elements such as peer support and group cohesion (Kanapeckaitė & Bagdžiūnienė, 2024). Soldiers with high psychological well-being are less likely to engage in maladaptive behaviors and more likely to find meaning in their roles and relationships (Sulistiyanı & Dewi, 2022).

Furthermore, psychological well-being has been shown to mediate and moderate the effects of a stressful work environment on job satisfaction (Chitra & Karunanidhi, 2021; Fernandes & Madhulika, 2024), and is positively influenced by transformational leadership (Wibowo & Wijono, 2021).

These three interrelated constructs work environment, job satisfaction, and psychological well-being are particularly relevant in the Indonesian National Army (TNI), whose members are tasked with upholding national sovereignty and territorial integrity across complex and often dangerous contexts. The TNI comprises the Army, Navy, and Air Force, all of which are deployed across Indonesia, including in conflict-prone border areas and international operations. Soldiers must follow their superiors' orders, often under extreme pressure, high risk, and prolonged stress, which may stem from environmental constraints, task demands, and work-life imbalance (Wirandha & Heryadi, 2022).

In many cases, chronic stress within the military environment has manifested in

disciplinary violations or even extreme outcomes like defection. For example, the case of Prada Yotam Bugiangge, who defected from the 756 Infantry Battalion/Wimane Sili in December 2021 and joined the Armed Criminal Group (KKB) in Papua, raised public concern (Hadi, 2024). A similar case involved Pratu Lukius Y. Matuan from Yonif Raider 400, who defected in February 2021 (Tim Detikcom, 2021). These are not isolated incidents: since 1970, at least six TNI soldiers have defected to the KKB, suggesting the presence of systemic issues within the military work environment.

General Andika Perkasa, then Chief of Army Staff, attributed these defections to multiple factors such as mental strain from operational duties, dissatisfaction with working conditions, economic difficulties, and ideological disillusionment (Tim Detikcom, 2021). Among these, dissatisfaction with the work environment emerged as one of the most prominent contributing factors. Such dissatisfaction is often linked to declining motivation and an increase in disciplinary infractions (Fadhlon & Dwiningwarni, 2023; Mobilio et al., 2021). Research supports the notion that soldiers who feel disengaged or unappreciated are more prone to break rules, whereas those who are satisfied with their role show higher discipline (Siswanto et al., 2020).

A preliminary study conducted on February 3, 2025 at the Armed Battalion 3/Naga Pakca further confirmed the presence of job satisfaction issues. According to an interview with Lettu Arm Nurbudi S.Tr.Han., several soldiers were found to be violating regulations by leaving posts at night or exiting the headquarters outside of duty hours. These behaviors were often triggered by peer pressure, senior influence, and a high-stress work environment, which in turn affected the morale of other unit members.

This aligns with the findings of Prasetio, (2020) in the Yonkav 6/NK, where low job satisfaction and high stress resulted in absenteeism and diminished performance. The dissatisfaction stemmed largely from inadequate work facilities and excessive task burdens. Likewise, a study by Pangestuti & Sari, (2025) at Pusdik Armed highlighted that poor communication from leadership and lack of appreciation led to demotivation and failure to meet work targets.

Military life presents a range of psychological challenges due to factors such as operational stress, inadequate facilities, and limited family interaction, all of which can negatively impact soldiers' overall well-being (Heryadi et al., 2020). Given these conditions, maintaining mental health and morale among soldiers requires not only structural and organizational support but also a strong emphasis on individual psychological well-being (Zukarnaen & Saptono, 2020). This is further supported by findings from (Febrianto et al., 2025). Who demonstrated that soldiers with higher levels of subjective well-being are more resilient in maintaining job satisfaction even under high workloads?

Reinforcing this view, Hom et al. (2020) highlighted the importance of psychological resilience and reducing stigma around help-seeking behaviors as key strategies to support military mental health. Drawing on research from the U.S. military and allied forces, their study emphasized programs such as the Comprehensive Soldier Fitness initiative, which aim to enhance resilience and promote proactive mental health care. Additionally, by referencing models developed by institutions like the RAND Corporation,

Hom et al. underscored how shifting attitudes toward psychological support is crucial for improving the overall well-being of service members (Hom et al., 2020).

Similarly, O'Brien & Bogue, (2025) explored the psychological, personal, and professional needs of military mental health clinicians, drawing from NATO standards and the perspectives of international defense experts. Using Maslow's hierarchy of needs as a framework, they emphasized that unmet psychological needs such as a lack of respect, belonging, or organizational support can lead to burnout and moral injury. Their work also incorporated findings from U.S. military literature that highlight the ethical stressors and leadership-related pressures experienced during deployments. Together, these insights illustrate the critical role of psychological well-being not only for front-line soldiers but also for the clinicians who support them (O'Brien & Bogue, 2025).

In conclusion, the intersection between work environment, psychological well-being, and job satisfaction forms a complex dynamic in military organizations. Exploring this triadic relationship is essential to understanding and addressing the root causes of behavioral problems and performance issues among TNI personnel.

Based on this description, the author is interested in conducting a study entitled "Work Environment and Job Satisfaction of Soldiers with Psychological Well-being as a Moderator". This research is important to answer the question of the extent to which the influence of the work environment on soldiers' job satisfaction, and how psychological well-being plays a role as a moderator variable in these relationships.

METHODS

Research Model

The author's research uses a quantitative approach, which aims to test hypotheses that have been formulated systematically based on a predetermined theoretical framework. Quantitative research is a research method oriented towards numerical measurement, where all stages of research, from data collection, processing, to interpretation of results, are carried out using numerical analysis (Sugiyono, 2022). The data was analyzed using SPSS 25.0 for Windows. First, a Kolmogorov-Smirnov normality test was performed; data is considered to be normally distributed if the p -value > 0.05 (Sugiyono, 2022; Widana & Muliani, 2020). Furthermore, the test for linearity ensures that the relationship between independent and dependent variables is linear if $p > 0.05$ (Sugiyono, 2022). The multicollinearity test examined the Variance Inflation Factor (VIF) and tolerance: $VIF < 10$ and tolerance > 0.10 indicating that there was no collinearity between the free variables (Ghozali, 2021). For the heteroscedasticity test, the Glejser Test was used a significance of > 0.05 indicates homocedasticity (Ghozali, 2021). The hypothesis was tested with Pearson Product Moment Correlations, while if abnormal data was applied to the elimination of outlier data that was extreme data, Moderated Regression Analysis (MRA) was carried out through multiple linear regression by including the interaction terms between the work environment and psychological well-being to test the effect of moderation (Ghozali, 2021).

Instrument

Here's the revision considering Soetjipto's theory focuses on the work environment:

To measure the work environment, the researcher used a scale based on Soetjipto's theory, which focuses on various aspects of the work environment, and was developed into a work environment scale by Panggabean & Satwika, (2024). Consisting of 10 items. Job satisfaction was assessed using the Job Satisfaction Scale Luthans, adapted by Irmadani & Izzati, (2024), which includes 36 items. To measure psychological well-being, the researcher employed the Psychological Well-Being Scale – Ryff, adapted by Rijki & Kuncoro, (2024) containing 32 items. These instruments were designed based on recent theoretical frameworks and are expected to yield valid and reliable data in exploring the relationship between work environment, job satisfaction, and psychological well-being.

In the author's research, the measurement method used by the researcher is scale. The scale applied in the author's research is a Likert scale with five answer choices, namely SS (Very Appropriate), S (Appropriate), N (Neutral), TS (Not Appropriate), and STS (Very Not Appropriate). The selection of the Likert scale with these five categories aims to provide flexibility for respondents to express their opinions, including the existence of a neutral option as the middle choice. In this scale, the answer scores are arranged sequentially, where the smallest score is on the left side and the larger is on the right. This approach is known as the method of summated ratings, which is a method that converts ordinal data from respondents' answer choices into values with an interval scale so that it can be analyzed quantitatively (Azwar, 2023).

Subject

The subjects in this study amounted to 177 respondents, consisting of enlisted men and non-commissioned officers who served in the Armed Battalion 3 / Naga Pakca with a minimum service period of 6 months and were male. Data was collected by distributing a questionnaire through a Google Form, which was initially given to the Operations and Training Section Officers (Perwira Seksi Operasi dan Latihan) by the Battalion Commander, who then shared it with personnel through a WhatsApp Group. The sample was selected using the purposive sampling method, ensuring that only individuals who met the specific criteria of the study were included (Sugiyono, 2022). While data collection was conducted via Google Form, there is a possibility of bias, as the researcher did not directly monitor the process on-site, but instead tracked the number of respondents who had completed the form.

RESULT AND DISCUSSION

Validity Test

The results of the Aiken's V validity test indicated that all items across the three measurement scales, namely job satisfaction, work environment, and psychological well-being, achieved V values above the threshold of 0.70, which is the accepted minimum based on the Aiken's V formula. Specifically, items in the job satisfaction scale ranged from 0.70 to 0.825, the work environment scale from 0.70 to 0.775, and the psychological well-being scale consistently scored above 0.70. These results confirm that all items met the

required level of content validity and were deemed appropriate for use in the research instrument.

Reliability Test

The reliability of the instrument is measured using Cronbach's Alpha in SPSS. As a result, the job satisfaction scale (JS) has $\alpha = 0.964$ ($N = 36$ items), indicating very high reliability. The work environment scale (WE) showed $\alpha = 0.973$ ($N = 10$ items), and the psychological well-being (PWB) scale had $\alpha = 0.928$ ($N = 32$ items), including the high reliability category

Description of Research Data

Based on the data distribution, respondents generally report a high level of job satisfaction, with 77 individuals (44.5%) falling into the High category and 78 individuals (44.1%) in the Very High category. Only 16 respondents (9.0%) rated their satisfaction as Moderate, while a very small number reported Low (0.6%) and Very Low (2.8%) satisfaction levels. This indicates that the majority feel content with their roles, responsibilities, and achievements at work. The positive perception of the work environment appears to support this, as 85 respondents (48.0%) rated it as Very High and 72 (40.7%) as High. Only a minority experienced the work environment as Moderate (8.5%), Low (0.6%), or Very Low (2.3%). In contrast, psychological well-being presents a more varied picture: while 35 respondents (19.8%) reported High and 19 (10.7%) Very High well-being, the majority were in the Moderate (29.9%) and Low (26.6%) categories, with 23 individuals (13.0%) reporting Very Low psychological well-being.

Table 1. Categorization of Research Data

Category	Job Satisfaction		Work Environment		Psychological Well-Being	
	Frequency	(%)	Frequency	(%)	Frequency	(%)
Lowest	5	2.8	4	2.3	23	13
Low	1	0.6	1	0.6	47	26.6
Mid	16	9.0	15	8.5	53	29.9
High	77	44.5	72	40.7	35	19.8
Highest	78	44.1	85	48.0	19	10.7
Total	177	100	177	100	177	100

Normality Test

The assumption of normality was tested with the Kolmogorov-Smirnov One-Sample on the residual regression model. At the initial stage ($N = 177$), the value of Asymp. Sig. = 0.000 ($p < 0.05$), indicating an abnormal distribution. After removing the five outlier observations, N was reduced to 172 and Asymp. Sig. increases to 0.200 ($p > 0.05$), so that the residual is considered to be normally distributed

Table 2. Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.050	172	.200*	.975	172	.003
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						
Source: SPSS 25 Data Processed by Authors, 2025						

Linearity Test

Based on the results of the linearity test, the relationship between Job Satisfaction (KK) and Work Environment (LK) showed significant linearity (Sig. = 0.000), but there was also a deviation from significant linearity (Sig. = 0.007), which indicated a relationship pattern that was not completely linear. Meanwhile, the relationship between Job Satisfaction (KK) and Psychological Well-Being (KP) also showed significant linearity (Sig. = 0.000) without significant deviations (Sig. = 0.221), so it can be concluded that the relationship between KK and KP follows a corresponding linear pattern and is worth analyzing using a linear regression model.

Table 3. Psychological Well-being and Work Environment Linearity Test

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
KK * LK	Between Groups	(Combined)	43312.837	20	2165.642	24.994	.000
		Linearity	39866.682	1	39866.682	460.109	.000
		Deviation from Linearity	3446.155	19	181.377	2.093	.007
	Within Groups		13083.581	151	86.646		
	Total		56396.419	171			

Table 4. Job Satisfaction and Psychological Well-being Linearity Test

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
KK * KP	Between Groups	(Combined)	36956.634	49	754.217	4.733	.000
		Linearity	27842.848	1	27842.848	174.736	.000
		Deviation from Linearity	9113.786	48	189.871	1.192	.221
	Within Groups		19439.784	122	159.342		
	Total		56396.419	171			

Multicollinearity Test

Collinearity analysis in the regression model showed that the Tolerance value for LK and KP was 0.616 (> 0.1), and the Variance Inflation Factor (VIF) was 1.674 (< 10). These results indicate that there are no symptoms of multicollinearity between independent variables

Table 5. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	25.285	5.799		4.360	.000		
	WE	1.937	.141	.658	13.715	.000	.616	1.624
	PWB	.371	.060	.295	6.142	.000	.616	1.624
a. Dependent Variable: JS								
Source: SPSS 25 Data Processed by Authors, 2025								

Heteroscedasticity Test

The Glejser test is carried out by regressing the residual absolute value to the predictor. As a result, the significance value for WE was 0.293 and for KP 0.817, both > 0.05 . This indicates a uniform residual variance (homoskedasticity), so that the assumption of heteroscedasticity is fulfilled

Table 6. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.803	3.812		2.571	.011
	WE	-.098	.093	-.103	-1.055	.293
	PWB	.009	.040	.023	.232	.817
a. Dependent Variable: ABS_RES2						
Source: SPSS 25 Data Processed by Authors, 2025						

Hypothesis Test

Relationship of Work Environment $\rightarrow$ Job Satisfaction (H_1): Pearson's $r = 0.841$ ($p = 0.000$), so H_1 is accepted. A determination coefficient (R^2) of 0.707 (70.7%) indicates that 70.7% of job satisfaction variance can be explained by work environment variability alone. Psychological Well-Being Moderation (H_2) via MRA: The overall model shows $R = 0.868$ and $R^2 = 0.754$ (75.4%), meaning that 75.4% of the variance in job satisfaction is explained by the combined variables of the work environment, psychological well-being, and the interaction of the two. The effect of the interaction (work environment $\times$

psychological well-being) was significant ($p = 0.000$), so H_2 was accepted, confirming that the higher the psychological well-being, the stronger the influence of the work environment on job satisfaction.

Table 7. Product Moment

Correlations			
		JS	WE
JS	Pearson Correlation	1	.841**
	Sig. (2-tailed)		.000
	N	172	172
WE	Pearson Correlation	.841**	1
	Sig. (2-tailed)	.000	
	N	172	172
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: SPSS 25 Data Processed by Authors, 2025			

Table 8. Coefficient Of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.705	9.861
a. Predictors: (Constant), WE				
Source: SPSS 25 Data Processed by Authors, 2025				

Table 9. Moderated Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	111.715	7.304		15.295	.000
	PWB	-.419	.109	-.333	-3.862	.000
	Work Environment and Psychological Well-being	.018	.001	1.155	13.376	.000
a. Dependent Variable: JS						
Source: SPSS 25 Data Processed by Authors, 2025						

Table 10. Coefficient Of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.754	.751	9.059
a. Predictors: (Constant), Work Environment and Psychological Well-being, PWB				
Source: SPSS 25 Data Processed by Authors, 2025				

Discussion

The results of the first hypothesis test showed that psychological well-being had a significant influence on the job satisfaction of Yonarmed 3/Naga Pakca soldiers with a $p = 0.000$ value and a contribution of 75.4%. These findings show that soldiers who have a high level of psychological well-being tend to respond more positively to their work and environment, which has an impact on their increased job satisfaction. The distribution of psychological well-being categorization showed that as many as 19 respondents (10.7%) were in the Very High category, and 35 respondents (19.8%) were in the High category. However, the majority of respondents placed their psychological well-being in the Medium (53 respondents or 29.9%) and Low (47 respondents or 26.6%) categories. In fact, there were 23 respondents (13.0%) who reported that their psychological well-being was in the Very Low category. These findings indicate that although job satisfaction and the work environment are in good condition, this does not fully guarantee the achievement of optimal psychological well-being.

Furthermore, the results of the second hypothesis test showed that the work environment also had a significant influence on job satisfaction with a value of $p = 0.000$ and a contribution of 70.7%. Most respondents rated their work environment positively. A total of 85 respondents (48.0%) rated their work environment in the Very High category, followed by 72 respondents (40.7%) in the High category. A small percentage placed their ratings in the categories of Medium (15 respondents or 8.5%), Low (1 respondent or 0.6%), and Very Low (4 respondents or 2.3%). This confirms that most soldiers view their work environment as very supportive, both in terms of physical facilities such as comfort and cleanliness, as well as in terms of social aspects such as communication and appreciation given by superiors and colleagues. This positive work environment not only directly affects productivity, but also provides strong support for psychological well-being, which in turn impacts the overall increase in soldiers' overall job satisfaction.

The link between psychological well-being, work environment, and job satisfaction is further strengthened through data showing the distribution of job satisfaction among soldiers. The level of job satisfaction of respondents is generally relatively high. A total of 77 respondents (44.5%) were in the High category, and 78 respondents (44.1%) were in the Very High category. Meanwhile, only 16 respondents (9.0%) reported their job satisfaction in the Medium category, and the rest were in the Low category as many as 1 respondent (0.6%) and Very Low as many as 5 respondents (2.8%). These findings suggest that a combination of good psychological well-being and a supportive work environment is capable of creating high job satisfaction among soldiers. It also supports the concept that a positive work environment not only provides adequate physical facilities, but also fosters mutual respect and support between members, which in turn strengthens the psychological well-being of individuals and increases their job satisfaction.

Military personnel face unique psychological challenges due to the dual demands of routine job responsibilities and the exceptional nature of military life, such as combat deployments and prolonged separation from family. Despite these stressors, military

environments also provide meaningful resources like a strong sense of duty, camaraderie, and purpose, which contribute positively to psychological well-being and job satisfaction. According to Day et al., (2025) when work environments are structured to be supportive, these internal and external resources can significantly offset the adverse effects of stress and enhance well-being.

One of the most influential protective factors in this regard is social support. Research by Syaharuddin & Maryadi, (2024) highlights that adequate social support and open communication significantly improve the psychological well-being and performance of police members, suggesting that similar dynamics would apply to military personnel. Positive interactions with peers, superiors, and family members foster an environment where individuals feel valued and motivated, ultimately reducing work stress and increasing job satisfaction.

Beyond peer and family support, organizational culture plays a key role in shaping psychological outcomes. Iswandari et al., (2023) emphasize the importance of participatory leadership and sustainable human resource development in fostering a conducive work environment. Such an environment prioritizes psychosocial empowerment and individual growth, both of which are central to enhancing job satisfaction among soldiers. These findings suggest that psychological well-being is deeply embedded within the broader organizational framework that encourages personal and professional development.

Effective leadership further amplifies these positive effects. Sinaga et al., (2024) found that leadership that offers clear guidance and emotional support positively impacts employees' psychological well-being. Trust-building and emotional security, cultivated through effective leadership, contribute to increased job satisfaction and organizational loyalty. This form of leadership also helps to buffer job-related stress by promoting a culture of cohesion and mutual respect.

Complementing this internal support, family involvement plays a critical external role. Kanda & Anilda, (2024) demonstrated that strong family support—through communication and emotional attentiveness reinforces resilience and positive self-identity in soldiers. When family support aligns with a supportive work environment, it creates a synergistic effect that boosts psychological well-being and work performance, especially during periods of high operational stress.

The influence of leadership style is further underscored in the study by Wibowo & Wijono, (2021) who found that transformational leadership enhances soldiers' psychological well-being by offering both clear direction and space for personal development. Open communication and mutual support under this leadership model create a safe and enabling environment that is vital for maintaining morale and psychological stability.

Additionally, the physical and social comfort of the work setting significantly impacts soldiers' emotional states. Krismawati & Manuaba, (2022) argue that a supportive workplace characterized by positive interactions across all hierarchical levels—builds a cohesive atmosphere that nurtures psychological well-being and job

satisfaction. This aligns with the broader view that a healthy organizational climate supports mental resilience and motivation.

At the individual level, psychological well-being serves as a vital buffer against operational demands. Safitri & Santoso, (2022) found that soldiers with higher psychological well-being are better able to manage occupational pressure and maintain job satisfaction. This is particularly evident in high-risk units like Yonarmed 3/Naga Pakca, where the challenges are more intense, but psychological resilience helps maintain a positive and productive mindset.

Social support and effective leadership also help address the psychological fallout of both organizational and operational stress. Fernandes & Madhulika, (2024) highlight that unit cohesion, trust, and mutual support can mitigate the negative effects of stressors such as role ambiguity and workload. A positive organizational culture grounded in strong interpersonal relationships helps maintain high levels of morale and job satisfaction even in high-stress environments.

Turliuc & Balcan, (2023) provide a more detailed breakdown of military stressors, distinguishing between organizational stress (e.g., poor leadership, inadequate resources) and operational stress (e.g., exposure to danger, deployment fatigue). While both impact psychological health, their study affirms that a supportive environment and strong team relationships significantly reduce these harmful effects, thereby enhancing overall mental well-being and job commitment.

A particularly challenging form of stress comes from potentially morally injurious experiences (PMIEs), such as witnessing or being involved in actions that violate personal ethical standards. Michaud, Ralph, and Michaud et al., (2021) argue that such experiences are uniquely distressing and can result in long-term psychological harm. Addressing PMIEs through pre-deployment training and post-mission counseling is critical to preserving soldiers' mental health and ensuring long-term retention.

Psychological resilience remains central in managing these stressors. Kanapeckaitė & Bagdžiūnienė, (2024) emphasize the importance of team cohesion and peer support in strengthening soldiers' ability to cope with the psychological demands of military operations. When teams function cohesively, soldiers not only withstand stress more effectively but also demonstrate greater satisfaction and commitment to their roles.

One innovative approach to strengthening resilience is the Resilient Mind Program (RMP), which combines physical training with Acceptance Commitment Therapy and mindfulness techniques. Taylor et al., (2021) found that RMP significantly reduces symptoms of burnout and enhances psychological resilience and overall mental health. This multimodal intervention supports military personnel in maintaining high performance levels under extreme pressure.

In conclusion, the reviewed research collectively emphasizes that psychological well-being is not merely a desirable outcome but a foundational pillar for operational effectiveness and personnel retention in military contexts. Organizational leaders must go beyond providing material resources by prioritizing emotional support, team cohesion, and mental health programs. By embedding psychological well-being into the structure

and culture of military life, it becomes possible to enhance job satisfaction, strengthen loyalty, and ensure greater readiness for future missions.

The implications of this study show the importance of the role of psychological well-being as a moderation factor that cannot be ignored. For military unit managers, it is important to focus not only on providing physical facilities and a conducive work atmosphere, but also on strengthening the psychological well-being of soldiers through training, counseling, and emotional well-being programs. This will help maximize the positive effects of a supportive work environment, allowing soldiers to experience higher job satisfaction, stronger loyalty, and better readiness for operational tasks.

It is recommended that respondents actively build a positive work environment by strengthening teamwork, maintaining effective communication with peers and superiors, and seeking emotional support when needed. Leaders should create a climate that supports psychological well-being by allowing soldiers to express opinions and engage in decision-making. A recommended program is a "social sport activity," where members, regardless of rank, can participate and coordinate. This enhances camaraderie, helps members feel valued, and promotes job satisfaction and psychological well-being.

The novelty of this study lies in its approach that places psychological well-being as a moderator in the relationship between the work environment and job satisfaction in the Indonesian military environment. Previously, research in the military sector generally only looked at psychological well-being or the work environment separately, without considering the functional linkages between the two. This research makes an important contribution in expanding insights into how psychological well-being is a significant reinforcer in creating optimal job satisfaction in soldiers.

This study confirms that psychological well-being is not just an individual condition, but also an important factor that strengthens the influence of the work environment on soldiers' job satisfaction. With high psychological well-being, a good work environment will be more effective in creating a motivating and satisfying work atmosphere for soldiers. The results of this study are expected to be a reference for the development of a more comprehensive policy, which integrates programs to improve the quality of the work environment with psychological well-being support.

CONCLUSIONS, RECOMMENDATIONS, AND LIMITATIONS

The results of this study revealed a positive and significant correlation between the work environment and job satisfaction among TNI Yonarmed 3/Naga Pakca soldiers. Specifically, a more conducive work environment was associated with higher job satisfaction. The work environment was found to have a substantial impact on job satisfaction, underscoring the importance of quality working conditions for soldiers' well-being. Additionally, psychological well-being was identified as a moderator that strengthens this relationship; when a soldier's psychological well-being is high, the influence of the work environment on job satisfaction becomes more pronounced and statistically significant.

This research is limited by its correlational, cross-sectional design, which prevents insights into changes over time. The sample was restricted to one battalion, limiting

generalizability. Additionally, the use of self-report questionnaires may introduce bias, and other influential factors like leadership or family support were not included. Future studies should adopt longitudinal or mixed-method approaches to capture changes and broader contexts. Including diverse military units and additional variables such as leadership style and operational stress would deepen understanding. Experimental designs and combining subjective and objective data sources could also improve validity.

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