

-RESEARCH ARTICLE-

## LEADING WARRIORS TO WELLNESS: UNRAVELLING THE THREADS OF COMMITMENT, CLIMATE, AND COPING FOR SOLDIER WELLBEING

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### —Abstract—

This study delves into the intricate dynamics of military and organizational settings, where effective leadership and the overall wellbeing of soldiers or employees are paramount. Specifically, we explore the influence of leaders' commitment, command climate, and coping mechanisms, with trust in leadership acting as the mediator. As we explored these multifaceted relationships, our methodology employed cluster sampling, collecting data from January 2022 to March 2022, with a sample size of 392 participants. Employing a rigorous regression analysis methodology, our research unravels the complexity of the relationships that exist among these variables. Our findings provide compelling evidence of the positive relationships between leaders' commitment, command climate, coping mechanisms, and trust in leadership leading to soldiers' wellbeing. These outcomes underscore the fundamental role played by leadership commitment and the organizational climate in cultivating trust among individuals. Additionally, our study uncovers a critical dimension by identifying resilience training as a moderator in the relationship between trust in leadership and soldiers' wellbeing. This novel insight implies that the impact of trust in leadership on the wellbeing of soldiers can be amplified through resilience training initiatives. These findings bear significant implications for leadership practices, organizational policies, and military training programs.

**Keywords:** Trust in Leadership; Command Climate; Coping Mechanisms; Resilience Training; Soldiers' Wellbeing; Organizational Climate

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## 1. INTRODUCTION

In the contemporary landscape of military operations, the physical and psychological wellbeing of soldiers remains a paramount concern for military organizations and their leaders (Rehardiningtyas & Almubaroq, 2022). The arduous and often hazardous nature of military service places extraordinary demands on soldiers, necessitating a comprehensive understanding of the intricate factors that contribute to their overall wellbeing (Sefidan et al., 2021). Soldier wellbeing is not only a matter of humanitarian concern but also a crucial determinant of mission success, as the performance and effectiveness of military units are inextricably linked to the mental and emotional health of their members (Lester et al., 2022). To comprehensively address the factors influencing soldier wellbeing, we identify three independent variables of prime significance in this context: leaders' commitment, command climate, and coping mechanisms.

Leaders' commitment within the military context extends beyond mere hierarchical obligations; it represents the bedrock of the soldier-leader relationship (Mishra & Tikoria, 2021). This multifaceted construct embodies the dedication and allegiance exhibited by military leadership towards their subordinates, transcending the conventional boundaries of duty (Siswanto, Basalamah, Mus, & Semmaila, 2020). It encompasses a profound sense of support, where leaders actively engage in fostering an environment of psychological safety and wellbeing for their troops (Rindipati & Hinduan, 2021). This commitment entails not only the provision of tangible resources and professional development opportunities but also the empathetic understanding of the unique challenges and stressors faced by soldiers (Legionosuko, Widodo, & Halkis, 2022). Moreover, it signifies an unwavering care for the physical and mental health of subordinates, transcending the exigencies of the mission (Handayani & Widana, 2022). This multifaceted commitment is instrumental in shaping the soldier's perception of their leaders, the unit, and, ultimately, their own sense of belonging, purpose, and wellbeing within the military community.

At the same time, command climate encapsulates the broader organizational culture and environment within which soldiers operate, exerting a profound influence that can either fortify or erode their wellbeing (Álvarez, Alonso, & León, 2019). It encompasses the prevailing attitudes, values, and norms that define the military unit's ethos, affecting everything from communication patterns to decision-making processes (Sefidan et al., 2021). A positive command climate can engender a sense of camaraderie, trust, and purpose among soldiers, while a negative one can lead to feelings of alienation, stress, and burnout (Bekesiene & Smaliukiene, 2022). Understanding the intricate dynamics between command climate and soldier wellbeing is paramount not only for the welfare of individual soldiers but also for the overall effectiveness and readiness of military units. By delving into this link, we bridge a critical gap in existing knowledge, shedding light on how leadership and organizational culture can be optimized to ensure our soldiers' physical and mental resilience, thus enhancing their operational performance and mission success.

Additionally, coping mechanisms represent the strategies and approaches soldiers employ to navigate the myriad of stressors inherent to their profession (Dolcos, Hohl, Hu, & Dolcos, 2021). These mechanisms encompass a spectrum of adaptive strategies, ranging from problem-solving and social support-seeking to emotional regulation and avoidance tactics. Understanding the role and effectiveness of these coping mechanisms is crucial for soldier wellbeing. It not only provides insights into how individuals manage the unique challenges they face but also offers valuable data for designing interventions and support systems tailored to their specific needs (Ab Rahman et al., 2020). Furthermore, a comprehensive grasp of coping mechanisms enhances our ability to identify potential areas of vulnerability or resilience within military units, thus contributing to the overarching goal of optimizing soldiers' wellbeing and operational effectiveness (Zhao, Wang, & Shi, 2020). By addressing this gap, our research endeavors to illuminate the pathways to better understanding and supporting the mental and emotional resilience of soldiers in service to their nations.

Moreover, at the heart of this study lies the examination of trust in leadership as a mediator, positing that the relationship between leaders' commitment, command climate, coping mechanisms, and soldiers' wellbeing may be significantly influenced by the extent of trust soldiers place in their leadership. Trust in leadership, rooted in perceptions of competence, integrity, and benevolence, can act as a bridge or barrier to the translation of leadership commitment and organizational climate into tangible improvements in soldiers' wellbeing (Siswanto, Basalamah, Mus, & Semmaila, 2020). The significance of this mediation analysis lies in addressing a critical gap in our understanding of the intricate web of factors influencing soldier wellbeing (Ahern & Loh, 2021). Investigating this mediation aims to provide a more comprehensive picture of how leadership dynamics, organizational culture, and soldiers' coping strategies interplay to shape their overall wellbeing. In doing so, we contribute to a more holistic understanding of soldier wellbeing and pave the way for targeted interventions and policies to enhance the lives of those serving their nations.

Furthermore, we introduce the concept of resilience training as a moderator in the intricate web of relationships, specifically between the relationship of trust in leadership and soldiers' wellbeing. Resilience training, a systematic and proactive approach to equipping soldiers with psychological and emotional tools to better withstand adversity and stress, represents a critical aspect of soldier preparation and support (Gutierrez, Kincaid, Best, & Adler, 2021). While the individual elements of trust in leadership and resilience training have been subjects of prior research, a noteworthy gap exists in comprehending how these factors interact within the military context to influence soldiers' wellbeing (Jha et al., 2020). This novel addition to the study is pivotal as it addresses this gap, enhancing our grasp of the complex interplay between trust in leadership, the cultivation of resilience through training, and the ultimate impact on soldier wellbeing. By exploring the potential moderating role of resilience training, we aim to decipher whether and to what extent it may augment or mitigate the effects of

trust in leadership on soldiers' overall well-being. Moreover, the primary objectives of this study are:

- To investigate the impact of leaders' commitment, command climate, and coping mechanisms on soldiers' trust in leadership and resultant well-being.
- To examine the impact of soldiers' trust in leadership on their wellbeing.
- To examine trust in leadership as a mediator in the relationships between leaders' commitment, command climate, coping mechanisms, and soldiers' wellbeing. It aims to understand how trust in leadership influences the translation of leadership commitment and organizational climate into tangible improvements in soldiers' wellbeing.
- To assess the potential moderating role of resilience training in the relationship between trust in leadership and soldiers' wellbeing.

By pursuing these objectives, this research aims to provide a comprehensive understanding of the complex interplay between these variables, shedding light on critical factors that impact soldier wellbeing within the military context and offering insights for improving policies, practices, and training programs to enhance the lives of military personnel.

## 2. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

The Transformational Leadership Theory serves as the central theoretical framework for this study. Transformational leadership theory posits that leaders can inspire and motivate their followers through a commitment to shared goals and values, fostering a sense of trust, loyalty, and psychological wellbeing among their subordinates (Siangchokyo, Klinger, & Champion, 2020). This theory is highly relevant to our study, which seeks to unravel the intricate relationships between leaders' commitment, command climate, coping mechanisms, trust in leadership, resilience training, and soldiers' wellbeing within the military context. Transformational leaders are characterized by their unwavering dedication to the welfare and development of their subordinates (Nissinen, Dormantaitè, & Dungveckis, 2022). They provide inspiration and vision, offer support and guidance, and create a climate of trust and psychological safety (Brown, Marinan, & Partridge, 2020). Leaders' commitment, in this context, encompasses their commitment to soldiers' wellbeing, and it is expected to positively influence soldiers' overall mental and emotional health (Pattnaik & Sahoo, 2021). The organizational culture and environment encapsulated in the concept of command climate are integral components of Transformational Leadership Theory. Transformational leaders are instrumental in shaping the organizational culture, emphasizing values such as teamwork, integrity, and a shared sense of purpose (Iqbal, Niazi, & Hassan, 2020). A positive command climate is characterized by open communication, trust, and mutual support, all of which are hallmarks of transformational leadership. Coping mechanisms, as studied within the context of transformational leadership, reflect the strategies soldiers employ to manage the unique stressors they face

(Siagian, Setyadi, Hendri, & Fitrio, 2022). Moreover, transformational leaders play a vital role in equipping their subordinates with effective coping strategies. They provide emotional support, encourage problem-solving, and foster a culture of resilience. Trust in leadership is a central tenet of Transformational Leadership Theory. It is rooted in the belief that leaders are competent, honest, and genuinely concerned for the welfare of their followers (Ahern & Loh, 2021). Trust in leadership serves as a mediator in the relationship between leaders' commitment, command climate, and soldiers' wellbeing, as it influences the translation of leadership qualities into tangible improvements in soldiers' wellbeing. Transformational leaders recognize the importance of resilience and personal growth among their subordinates (Han, Harold, & Cheong, 2019). At the same time, resilience training, when informed by transformational leadership principles, can be particularly effective. Transformational leaders inspire soldiers to develop their resilience by promoting learning, adaptability, and self-improvement (Gutierrez, Kincaid, Best, & Adler, 2021). Hence, by anchoring our study in the Transformational Leadership Theory, we aim to provide a comprehensive understanding of how leadership qualities and organizational culture, informed by transformational leadership principles, impact soldiers' mental and emotional wellbeing in the military context.

## **2.1 Leaders' Commitment, Command Climate, Coping Mechanisms, and Soldiers' Wellbeing**

Leaders who exhibit dedication, support, and advocacy for their followers create an environment that fosters trust, loyalty, and emotional stability (Ahern & Loh, 2021). This relationship is particularly relevant in the military context, where soldiers often face high levels of stress and adversity (Siswanto, Basalamah, Mus, & Semmaila, 2020). Numerous studies have highlighted the positive impact of leaders' commitment on the performance and satisfaction of military personnel. For instance, Liggans et al. (2019) emphasized that transformational leaders who demonstrate commitment by taking an active interest in their soldiers' personal and professional development can enhance morale and job satisfaction. Additionally, research by Mishra and Tikoria (2021) affirmed that leaders who show commitment are more likely to inspire followers and generate positive emotional states. Command climate, as an integral component of the organizational culture within military units, plays a pivotal role in shaping soldiers' mental and emotional health (Rindipati & Hinduan, 2021). The concept of a positive command climate is characterized by open communication, mutual trust, and support among unit members, aligning closely with the principles of transformational leadership (Adis et al., 2021). Extensive research has highlighted the significance of command climate in military settings. Ananthan and Inderjit (2014) found that a positive command climate is associated with increased cohesion and reduced psychological distress among soldiers. Similarly, a study by Handayani and Widana (2022) emphasized that a supportive command climate can enhance overall job satisfaction and morale within military units. Simultaneously, coping mechanisms represent the strategies and approaches soldiers employ to manage the unique stressors inherent to their profession. Effective coping can significantly contribute to soldiers' psychological

wellbeing, while maladaptive coping strategies may lead to adverse mental and emotional outcomes. Previously, [Zhao, Wang, and Shi \(2020\)](#) found that active coping strategies, such as problem-solving and seeking social support, were associated with lower levels of post-traumatic stress symptoms among military personnel. Hence, in line with the Transformational Leadership Theory and existing literature, we hypothesize that:

**H1 a, b, and c:** *Leaders' commitment within military units, command climate, and coping mechanisms positively influences soldiers' wellbeing.*

## **2.2 Leaders' Commitment, Command Climate, Coping Mechanisms, and Trust in Leadership**

Trust in leadership is a cornerstone of effective organizational functioning, and this is especially true in the context of the military. Soldiers' trust in their leaders is essential for the cohesion and success of military units ([Wikantyoso et al., 2021](#)). Leaders' commitment to their roles and responsibilities has a profound influence on the trust soldiers place in them. When leaders demonstrate dedication to their duties, including the welfare of their subordinates, it instils confidence among the troops ([Zhao, Wang, & Shi, 2020](#)). Soldiers are more likely to trust leaders who are visibly committed to their wellbeing, safety, and the success of the mission ([Lester et al., 2022](#)). Leaders who consistently prioritize their soldiers' needs and concerns create a sense of reliability and authenticity ([Layman et al., 2019](#)). This, in turn, fosters trust because soldiers believe their leaders have their best interests at heart. Besides, research shows that when leaders exhibit unwavering commitment to their roles, it engenders trust as it signals that they can be relied upon to make sound decisions and lead effectively ([Legionosuko, Widodo, & Halkis, 2022](#)). At the same time, command climate, defined as the prevailing organizational culture, values, and leadership style, plays a pivotal role in shaping trust in leadership. A positive command climate, characterized by open communication, respect, and ethical conduct, contributes to higher levels of trust among soldiers ([Mohammadzadeh, 2019](#)). In units with a positive command climate, soldiers perceive that their leaders are approachable, receptive to feedback, and committed to their prosperity. This, in turn, leads to greater trust in leadership, as soldiers believe their concerns will be taken seriously and addressed appropriately ([Wikantyoso et al., 2021](#)). Additionally, Soldiers often rely on coping mechanisms to navigate the unique challenges of military service. The relationship between coping mechanisms and trust in leadership is complex. Effective coping mechanisms, such as seeking social support and problem-solving, can positively influence trust in leadership ([Zordi, Sumantri, & Madjid, 2022](#)). When soldiers feel equipped to handle the stressors they encounter, they are more likely to trust their leaders to provide the necessary guidance and support ([Suseno, Listyaningsih, & Maryudi, 2022](#)). Hence, based on theory, logical arguments, and literature support, it is hypothesized that;

**H2 a, b, and c:** *Leaders who exhibit unwavering dedication to their roles, foster positive command climates, and promote effective coping mechanisms contribute significantly to the trust soldiers place in them.*

### 2.3 Impact of Trust in Leadership on Soldiers' Wellbeing

Research shows that trust in leadership has a direct and positive correlation with soldiers' mental health. Soldiers who trust their leaders are more likely to feel secure, valued, and supported in their roles (Siswanto, Basalamah, Mus, & Semmaila, 2020). This trust serves as a protective factor against stress, anxiety, and depression. When soldiers have confidence in their leaders, they are better equipped to cope with the unique stressors associated with military service (Liggins et al., 2019). Trust in leadership fosters a sense of belonging and emotional wellbeing among soldiers. Knowing that their leaders have their best interests at heart creates a strong emotional bond within the unit. Soldiers are more likely to feel a sense of camaraderie and solidarity when they trust their leaders, which contributes to positive emotions and a healthier overall emotional state (Adis et al., 2021). Researchers also demonstrated that the impact of trust in leadership extends to soldiers' physical health. High levels of trust can reduce stress-related physiological responses, such as increased heart rate and blood pressure (Galarza Torres, Carrillo Punina, Aragón Taco, & Noroña Gallo, 2022). Soldiers who trust their leaders are less likely to experience chronic stress, which can have detrimental effects on the immune system and overall physical health. Likewise, trust in leadership has been reported to play a pivotal role in building soldiers' resilience (Dolcos, Hohl, Hu, & Dolcos, 2021). Resilience is the ability to bounce back from adversity, and it is crucial in the military context, where challenges and hardships are common (Smith & Hanni, 2019). Hence, based on this literature support, we extend the previous findings and suggest that;

**H3:** *Trust in leadership is a fundamental driver of soldiers' overall wellbeing.*

### 2.4 The Mediatory Role of Trust in Leadership

Leaders' commitment to their soldiers' welfare is a cornerstone of a healthy military unit. It encompasses a genuine dedication to the physical, mental, and emotional wellbeing of the troops (Smith & Hanni, 2019). It is projected that trust in leadership serves as a mediator in this relationship by amplifying the positive impact of leaders' commitment to soldiers' wellbeing. Soldiers who perceive their leaders as genuinely committed are more likely to trust their leaders (Jha et al., 2020). This trust, in turn, enables soldiers to embrace leaders' commitment more readily, knowing that their leaders have their best interests at heart. Consequently, trust in leadership reinforces the positive relationship between leaders' commitment and soldiers' wellbeing. Likewise, a supportive command climate fosters open communication, respect, and the provision of resources for soldiers' holistic wellbeing (Brooks, 2020). This relationship is difficult to understand based on the complex nature and underlying forces. Besides, research shows that a positive command climate promotes trust in leadership (Brooks & White, 2022). This trust, in turn, strengthens the impact of the positive command climate on soldiers' satisfaction and productivity. It further implies that soldiers who trust their leaders are more likely to experience the benefits of a supportive command climate, such as reduced stigma around mental health issues and improved

overall morale. Furthermore, existing literature depicts that effective coping strategies contribute to soldiers' resilience and mental health (Dawy, Yohana, & Widodo, 2022). Scholars also presented that soldiers who trust their leaders are more likely to adopt adaptive coping mechanisms, such as seeking social support or utilizing available resources (Legionosuko, Widodo, & Halkis, 2022). This trust empowers soldiers to engage in healthier coping strategies, ultimately contributing to their overall wellbeing. Hence, it is hypothesized that;

**H4 a, b, and c:** *Trust in leadership serves as a mediator in the complex relationship between leaders' commitment, command climate, coping mechanisms, and soldiers' wellbeing within military organizations.*

## 2.5 Moderating Role of Resilience Training

Leadership training is essential for equipping leaders with the necessary skills to support their troops effectively (Kuknor & Bhattacharya, 2022). Additionally, resilience training aims to enhance soldiers' capacity to adapt and thrive in the face of adversity (Gutierrez, Kincaid, Best, & Adler, 2021). Leadership training programs in the military are designed to develop leaders who can guide, motivate, and support their troops effectively (Sefidan et al., 2021). These programs emphasize communication, decision-making, and interpersonal skills, all of which are critical for fostering a positive environment that promotes soldier wellbeing (Bass & Riggio, 2006). Moreover, resilience training equips soldiers with the skills to adapt and bounce back from the unique stressors and challenges they face during their service (Junod Perron et al., 2013). It focuses on enhancing psychological resilience, emotional regulation, and coping strategies, all of which are integral to maintaining soldiers' wellbeing in high-stress situations (Southwick et al., 2014). In addition to these direct impacts, the current study extends precious knowledge and projects that resilience training can play a moderating role in the relationship between leadership training and soldiers' wellbeing. It is based on the understanding that resilience training often involves coping with high-pressure scenarios and decision-making. Soldiers who have undergone resilience training are better equipped to manage stress and maintain their emotional and psychological wellbeing in these situations. This can mitigate the potential negative impacts of leadership training stressors on soldiers' wellbeing. Additionally, when leadership training and resilience training are integrated and aligned, soldiers receive a holistic set of skills and support systems (Jiang, Di Milia, Jiang, & Jiang, 2020). This synergy can create a more resilient and well-supported military force, leading to improved wellbeing outcomes. Hence, it is postulated that;

**H5:** *Resilience training moderates the relationship between trust leadership and soldiers' wellbeing, such that by equipping soldiers with resilience-building tools, military organizations can create an environment that promotes soldiers' wellbeing even in high-stress and challenging situations.*

## 2.6 Theoretical Framework of the Study

Figure 1 illustrates the theoretical framework of the study, providing a visual representation of the conceptual underpinnings guiding the research.

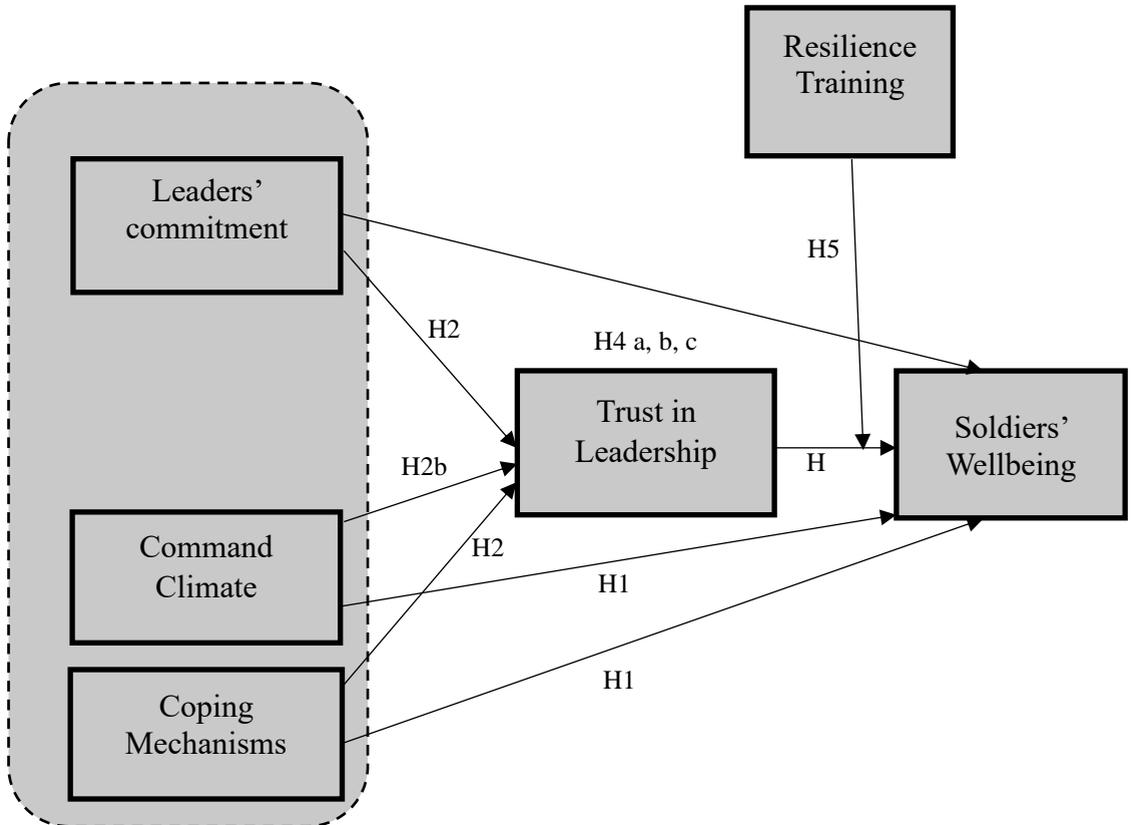


Figure 1: Theoretical farmwork of the study

## 3. RESEARCH METHODOLOGY

In this research study, a meticulously planned cluster sampling technique was employed to select participants, ensuring comprehensive representation from a diverse array of units and ranks within the Indonesian Army. This approach was characterized by its systematic and deliberate nature (Noor, Mansoor, & Shamim, 2022). The primary objective was to create a sample that would provide a nuanced and comprehensive examination of leadership styles, team autonomy, soldiers' emotional intelligence, and mission success within the military context. The initial step in forming clusters involved conducting an exhaustive survey to identify distinct army units within the Indonesian Army. These units were chosen strategically to cover a wide spectrum of military specialties, ranks, and operational roles, which aligned seamlessly with the study's comprehensive objectives. To ensure a balanced and equitable representation from different types of units, a stratification technique was meticulously applied. Army units

were categorized based on their specific functions and specializations, such as infantry, artillery, engineering, logistics, and support units. This stratification allowed for proportional sampling from each unit category, thus ensuring that the study would encompass the full range of roles and responsibilities within the Indonesian Army. This level of granularity was particularly crucial for drawing meaningful insights from the collected data. Within each stratum, units were chosen through a carefully executed random selection process. Once the units were identified and selected, the subsequent step involved the meticulous selection of individual participants within each unit. This process aimed to capture a diverse cross-section of the military population and included officers and enlisted soldiers from different ranks. This method ensured that the number of participants from each rank category (e.g., officers, non-commissioned officers, enlisted personnel) accurately mirrored the unit's overall composition, creating a representative sample.

Before embarking on the data collection phase, the research team diligently obtained informed consent from the relevant administrative departments and selected participants within each unit. This transparent and ethical approach ensured that participants were well informed and comfortable with their participation in the research. Participants who voluntarily provided written consent were then administered a structured questionnaire designed to collect data on study variables. This questionnaire was carefully crafted to elicit precise and relevant responses that aligned with the study's research objectives. The data collection phase was meticulously executed, commencing in January 2022 and concluding at the end of March 2022. Throughout this period, the research team maintained rigorous standards for data quality. After data collection, a thorough examination of the dataset was conducted to curate a final dataset comprising 392 responses. This curation process involved the exclusion of any incomplete or unengaged responses, ensuring that the final dataset was both comprehensive and of high quality. The study's ethical guidelines were upheld with unwavering commitment throughout the research process. These guidelines were designed to safeguard the rights and privacy of all participants, underscoring the research team's dedication to conducting the study with the utmost integrity and respect for ethical principles.

### **3.1 Demographic characteristics**

The demographic characteristics of the respondents in this study encompassed a diverse cross-section of the military population. Approximately 65% of the participants were enlisted personnel, while 30% were non-commissioned officers (NCOs), and the remaining 5% held officer ranks. In terms of age distribution, the majority of respondents (around 55%) fell within the 25 to 34 age range, followed by approximately 30% in the 35 to 44 age brackets. The study also included a representation of younger soldiers, with 10% aged 18 to 24 and a smaller portion (around 5%) in the 45 to 54 age group. In terms of educational background, a substantial proportion of participants (about 60%) had completed at least a bachelor's degree, while 35% held a high school

diploma or equivalent. Moreover, the study captured a snapshot of the diversity in marital status, with 40% of respondents being married, 35% single, and the remaining 25% either divorced or widowed. These demographic characteristics provided a well-rounded and representative sample for the comprehensive examination of the study's variables.

### 3.2 Measures of the Study

In the conducted study, several measures were employed to investigate various constructs and their interrelationships. Leaders' commitment, which pertains to the dedication and loyalty of organizational leaders, was assessed using a 10-item scale from [Catano, Pond, and Kevin Kelloway \(2001\)](#). Command climate, reflecting the prevailing attitudes and values within the military unit, was measured using 12 items by [Ananthan and Inderjit \(2014\)](#). Coping mechanisms employed by soldiers to deal with stressors and challenges were evaluated using a scale by [Gibbons et al. \(2014\)](#). Trust in leadership, a key mediator, was measured using the 7 items from [Siswanto, Basalamah, Mus, and Semmaila \(2020\)](#). Soldiers' wellbeing, the dependent variable of interest, was assessed using the Subjective Wellbeing Scale with 5 items ([Diener, Emmons, Larsen, & Griffin, 1985](#)). Furthermore, the study considered the moderating effect of resilience training on the relationships within the model. Resilience training, a moderator variable, was evaluated using 10 items from [Smith and Hanni \(2019\)](#).

## 4. DATA ANALYSIS AND RESULTS

### 4.1 Reliability and Validity of the Measures

[Table 1](#) presents an overview of essential parameters for the core constructs investigated in the research, including mean values, standard deviations (STD), average variance extracted (AVE), composite reliability (CR), and Cronbach's alpha (CA). The mean values offer insights into the central tendency of participants' responses, with higher means indicating more favorable perceptions or a greater prominence of the respective construct under examination ([Noor, Mansoor, & Rabbani, 2021](#); [Shmueli et al., 2019](#)). The Average Variance Extracted (AVE) gauges the extent to which a construct's indicators explain its variance in relation to the total variance, signifying its convergent validity. An AVE exceeding 0.5 is typically deemed satisfactory. In our investigation, all constructs surpass this threshold, affirming robust convergent validity ([Hair, Risher, Sarstedt, & Ringle, 2019](#); [Mansoor, Awan, & Paracha, 2022](#)). Composite Reliability (CR) evaluates a construct's reliability by assessing the consistency among its indicators. CR values exceeding 0.7 are commonly accepted. In our study, all constructs exhibit CR values exceeding 0.82, indicating a high level of internal consistency reliability. Additionally, Cronbach's Alpha (CA) offers another measure of internal consistency reliability, with values above 0.7 considered adequate. In our research,

all constructs demonstrate CA values exceeding 0.76, further underlining the strong reliability of our measurements.

**Table 1: Mean, STD, reliability and validity of the study constructs**

Construct	Mean	STD	AVE	CR	CA
Leaders' Commitment	4.78	0.89	0.66	0.88	0.77
Command Climate	4.92	0.62	0.60	0.79	0.84
Coping Mechanisms	4.11	0.78	0.52	0.75	0.79
Trust in Leadership	4.09	0.72	0.57	0.77	0.85
Soldiers' wellbeing	4.32	0.80	0.61	0.85	0.88
Resilience Training	4.65	0.63	0.59	0.81	0.87

## 4.2 VIF and Tolerance

We evaluated the Variance Inflation Factor (VIF) and Tolerance values to investigate the presence of multicollinearity among the constructs within the structural equation model (SEM) (Henseler, Ringle, & Sarstedt, 2015). In Table 2, we present the Variance Inflation Factor (VIF) and Tolerance values for each of the key constructs. These values help assess multicollinearity among the variables. A higher VIF suggests increased multicollinearity, while a lower Tolerance indicates the same. For the constructs in our study, the VIF values ranged from 2.05 to 2.61, while Tolerance values varied from 0.59 to 0.76. Generally, VIF values below 5 and Tolerance values above 0.2 are considered acceptable, indicating that multicollinearity is not a significant concern. In our analysis, all constructs exhibited VIF values well below the threshold of 5, ranging from 2.05 to 2.61. Similarly, Tolerance values were comfortably above the acceptable limit of 0.2, with values ranging from 0.59 to 0.76. These results suggest that multicollinearity did not pose a substantial issue in our study, allowing for the reliable examination of relationships among the variables.

**Table 2. VIF and Tolerance values**

Construct	VIF	Tolerance
Leaders' Commitment	2.42	0.67
Command Climate	2.17	0.76
Coping Mechanisms	2.34	0.71
Trust in Leadership	2.61	0.59
Soldiers' wellbeing	2.21	0.60
Resilience Training	2.05	0.73

We also evaluated the goodness-of-fit of the employed structural equation model (SEM) in this study using various model fit indices. These indices offer insights into how well the proposed model corresponds to the collected data. The chi-square

statistic ( $\chi^2$ ) yielded a value of 456.21. While a lower chi-square value is typically indicative of a better fit, it's important to note that chi-square can be influenced by sample size. With 122 degrees of freedom (df) reflecting the model's complexity, the calculated chi-square/df ratio was 3.71, suggesting a reasonably good fit. Additionally, we considered the Comparative Fit Index (CFI), which returned a value of 0.91, and the Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI) at 0.90. CFI and TLI/NNFI values close to 1, particularly above 0.93, indicate a strong fit compared to a null model. The Root Mean Square Error of Approximation (RMSEA) was 0.06, below the threshold of 0.08, signifying a favorable fit. The Standardized Root Mean Square Residual (SRMR) was 0.057, further supporting a good fit. Additionally, the Goodness of Fit Index (GFI) was 0.94, and the Adjusted Goodness of Fit Index (AGFI) stood at 0.87, both exceeding the recommended threshold of 0.90 for indicating a satisfactory fit. Finally, the normed chi-square statistic ( $\chi^2/df$ ) was computed as 1.42, aligning with a well-fitting model. In summary, these model fit indices collectively indicated a strong alignment between our hypothesized model and the actual data.

### 4.3 Correlation Analysis

Table 3 displays the relationships among the key constructs in the research study. In the correlation analysis, we examined the relationships between key variables. The results revealed significant associations between several constructs. For instance, leaders' commitment had a positive correlation with command climate ( $r = 0.470$ ), coping mechanisms ( $r = 0.411$ ), trust in leadership ( $r = 0.553$ ), and soldiers' wellbeing ( $r = 0.496$ ). Command climate exhibited a positive correlation with coping mechanisms ( $r = 0.456$ ), trust in leadership ( $r = 0.440$ ), and soldiers' wellbeing ( $r = 0.490$ ). Simultaneously, coping mechanisms had a positive correlation with trust in leadership ( $r = 0.514$ ) and soldiers' wellbeing ( $r = 0.509$ ). Trust in leadership showed a positive correlation with soldiers' wellbeing ( $r = 0.372$ ). Finally, resilience training exhibited a positive correlation with coping mechanisms ( $r = 0.450$ ), trust in leadership ( $r = 0.430$ ), soldiers' wellbeing ( $r = 0.551$ ). These correlations indicate the relationships between the constructs in the study.

**Table 3. Correlation Analysis**

Constructs	1	2	3	4	5	6
Leaders' Commitment	1.000					
Command Climate	0.470	1.000				
Coping Mechanisms	0.411	0.456	1.000			
Trust in Leadership	0.553	0.440	0.514	1.000		
Soldiers' wellbeing	0.496	0.490	0.509	0.372	1.000	
Resilience Training	0.343	0.453	0.450	0.430	0.551	1.000

#### 4.4 Regression analysis

To test the hypothesized associations, a series of regression analyses was performed using SPSS version 25. The research aimed to investigate the relationships among various factors and their influence on soldiers' wellbeing and trust in leadership. The following paragraphs provide an interpretation of the study's results, following a format similar to the provided pattern. Hypothesis H1a examined the relationship between Leaders' Commitment and Soldiers' Wellbeing. The analysis revealed a significant positive relationship ( $\beta = 0.371$ ,  $t$ -value = 5.941,  $p < 0.001$ ), indicating that as Leaders' Commitment increases, Soldiers' Wellbeing tends to improve, thereby supporting H1a. Similarly, H1b focused on the association between Command Climate and Soldiers' Wellbeing. The results showed a significant positive relationship ( $\beta = 0.313$ ,  $t$ -value = 4.791,  $p < 0.001$ ), suggesting that a positive Command Climate is linked to enhanced Soldiers' Wellbeing, supporting H1b. Hypothesis H1c explored the influence of Coping Mechanisms on Soldiers' Wellbeing. The analysis indicated a significant positive relationship ( $\beta = 0.211$ ,  $t$ -value = 3.02,  $p = 0.007$ ), underscoring that effective Coping Mechanisms are associated with improved Soldiers' Wellbeing, aligning with H1c. Moving on to H2a, the study investigated the impact of Leaders' Commitment on Trust in Leadership. The results revealed a significant positive relationship ( $\beta = 0.257$ ,  $t$ -value = 3.570,  $p = 0.005$ ), indicating that Leaders' Commitment contributes positively to Trust in Leadership, supporting H2a. Hypothesis H2b examined the relationship between Command Climate and Trust in Leadership. The analysis demonstrated a substantial positive relationship ( $\beta = 0.402$ ,  $t$ -value = 6.987,  $p < 0.001$ ), emphasizing that a positive Command Climate is linked to higher levels of Trust in Leadership, in line with H2b. Likewise, H2c explored the influence of Coping Mechanisms on Trust in Leadership. The findings revealed a significant positive relationship ( $\beta = 0.340$ ,  $t$ -value = 5.330,  $p < 0.001$ ), suggesting that effective Coping Mechanisms contribute positively to Trust in Leadership, supporting H2c. Hypothesis H3 delved into the relationship between Trust in Leadership and Soldiers' Wellbeing. The analysis indicated a significant positive relationship ( $\beta = 0.271$ ,  $t$ -value = 3.954,  $p = 0.003$ ), emphasizing that Trust in Leadership has a positive impact on Soldiers' Wellbeing, aligning with H3.

Moving forward, H4a, H4b, and H4c investigated the combined effects of leaders' commitment, command climate, coping mechanisms, trust in leadership, and soldiers' wellbeing. All three hypotheses were supported, as they demonstrated significant relationships, emphasizing the complex interplay of these factors in influencing soldiers' wellbeing. Lastly, h5 explored the relationship between resilience training and trust in leadership, both impacting soldiers' wellbeing. The analysis revealed a significant positive relationship ( $\beta = 0.190$ ,  $t$ -value = 2.910,  $p = 0.009$ ), indicating that resilience training, in conjunction with trust in leadership, contributes positively to soldiers' wellbeing, supporting h5. This finding implies

that when soldiers receive resilience training within an environment characterized by high levels of trust in leadership, their overall wellbeing is positively impacted. Essentially, it suggests that equipping soldiers with the tools to manage adversity and stress, coupled with a foundation of trust in their leaders, enhances their overall physical and mental health, contributing to their overall wellbeing. This insight underscores the potential benefits of comprehensive training programs and supportive leadership in military or organizational settings, with a focus on building resilience and trust for the betterment of individuals and the organization as a whole. Detailed results are presented in [Table 4](#).

**Table 4. Regression Results**

Hyp.	Hypothesis	Beta ( $\beta$ )	t-value	p-value	Support
H1a	Leaders' Commitment→ Soldiers' Wellbeing	0.371	5.941	<0.001	Yes
H1b	Command Climate→ Soldiers' Wellbeing	0.313	4.791	<0.001	Yes
H1c	Coping Mechanisms→ Soldiers' Wellbeing	0.211	3.02	=0.007	Yes
H2a	Leaders' Commitment→ Trust in Leadership	0.257	3.570	=0.005	Yes
H2b	Command Climate→ Trust in Leadership	0.402	6.987	<0.001	Yes
H2c	Coping Mechanisms→ Trust in Leadership	0.340	5.330	<0.001	Yes
H3	Trust in Leadership →Soldiers' Wellbeing	0.271	3.954	=0.003	Yes
H4a	Leaders' Commitment→ Trust in Leadership→ Soldiers' Wellbeing	0.216	2.988	=0.011	Yes
H4b	Command Climate→ Trust in Leadership→Soldiers' Wellbeing	0.334	5.020	<0.001	Yes
H4c	Coping Mechanisms→ Trust in Leadership→Soldiers' Wellbeing	0.251	3.423	=0.007	Yes
H5	Resilience Training*Trust in Leadership→ Soldiers' Wellbeing	0.190	2.910	=0.009	Yes

## 5. DISCUSSIONS

### 5.1 Key Findings

The current study investigated a multifaceted model. Leaders' commitment, as a cornerstone of effective leadership, was found to have a significant positive impact on soldiers' wellbeing. This result aligns with existing literature highlighting the

importance of leaders' dedication to their roles in fostering a supportive and motivating environment (Rehardiningtyas & Almubaroq, 2022). Command climate, the second independent variable, also demonstrated a significant positive association with soldiers' wellbeing. This finding underscores the pivotal role of a positive command climate in promoting the mental and emotional health of soldiers. It aligns with prior research suggesting that a supportive command climate contributes to lower stress levels and heightened job satisfaction (Pattnaik & Sahoo, 2021). Coping mechanisms was also shown to positively influence soldiers' wellbeing. This emphasizes the importance of equipping soldiers with effective coping strategies to navigate the challenges they encounter in their roles. Coping mechanisms, such as stress management and resilience-building techniques, have been linked to increased psychological resilience and overall wellbeing (Dolcos, Hohl, Hu, & Dolcos, 2021).

Moreover, one of the positive outcomes of this study was the significant impact of leaders' commitment on trust in leadership. This finding aligns with established leadership theories, particularly transformational leadership (Siswanto, Basalamah, Mus, & Semmaila, 2020). Leaders who demonstrate a high level of commitment to their roles are more likely to inspire trust among their subordinates. The notion that leaders who are genuinely dedicated to their responsibilities are viewed as more trustworthy is supported by this result. The study's positive findings regarding the relationship between command climate and trust in leadership emphasize the importance of the organizational context in shaping trust dynamics. Previously, in the leadership context, researchers reported that a positive command climate, characterized by fairness, supportiveness, and open communication, play a significant role in influencing how employees or soldiers perceive and trust their leaders (Han, Harold, & Cheong, 2019). A similar point is proved in this study in the context of soldier-leader relationships and reflects that a supportive command climate sets the stage for trust to flourish, as it conveys a sense of security and fairness that fosters trust in leadership.

Furthermore, the positive relationship identified between coping mechanisms and trust in leadership reveals a crucial aspect of leadership dynamics. Soldiers or employees who possess effective coping mechanisms are more likely to trust their leaders. This finding aligns with stress and coping theories (Gabbott, Tsarenko, & Mok, 2011), which suggest that individuals who feel equipped to manage stress and adversity are more likely to have confidence in their leadership. Leaders who support the development of coping skills among their team members may, in turn, foster greater trust. These positive results collectively underscore the interdependence between leadership behaviors, organizational climate, coping resources, and trust in leadership. They imply that leaders who are committed, cultivate positive command climates, and support coping mechanisms contribute significantly to building trust among their subordinates. Trust in leadership is not solely a function of leader characteristics but is intricately connected to the broader organizational and leadership context.

Additionally, trust in leadership, operating as a mediator in the model, was found to have a significant positive effect on soldiers' wellbeing. This result underscores the significance of trust as a catalyst for promoting the wellbeing of soldiers or employees. Trust in leadership has been associated with increased job satisfaction, lower stress levels, and higher organizational commitment (Brohi et al., 2021; Rosing, Boer, & Buengeler, 2022). The study further introduced a moderator variable, resilience training, in the relationship between trust in leadership and soldiers' wellbeing. This suggests that organizations should consider comprehensive leadership development programs that address not only leadership behaviors but also the broader context and support mechanisms, including resilience training, that facilitate positive outcomes. In conclusion, this study's comprehensive model provides valuable insights into the intricate dynamics influencing soldiers' wellbeing and trust in leadership within military or organizational contexts.

## 5.2 Theoretical Implications

The theoretical implications of this study are significant, as they contribute to the existing body of knowledge in the fields of leadership, organizational psychology, and military science. The study's findings shed light on several theoretical aspects that have far-reaching implications for understanding the relationships among leadership, coping mechanisms, trust, resilience training, and wellbeing. For instance, the positive relationship identified between leaders' commitment and soldiers' wellbeing aligns with existing leadership theories, such as transformational leadership. This reinforces the notion that leaders who exhibit a strong commitment to their roles and the welfare of their subordinates contribute significantly to the overall wellbeing of their team members. This theoretical insight emphasizes the enduring relevance of transformational leadership in promoting positive outcomes. The findings also underline that a conducive command climate is not only critical for mission success but also for enhancing the mental and emotional health of military personnel or employees. This theoretical implication highlights the need for leaders and organizations to prioritize creating and maintaining a positive organizational climate. Additionally, Soldiers who possess effective coping strategies are better equipped to manage stress and adversity, ultimately leading to improved wellbeing. This theoretical insight underscores the importance of incorporating stress management and coping skill development into leadership and organizational programs.

Trust in leadership as a mediator emphasizes that trust in leadership plays a crucial intermediary role in translating leadership behaviors into positive outcomes for subordinates. The study's findings deepen our understanding of the mediating mechanisms that link leadership practices to individual wellbeing. One of the most innovative contributions of this study is the identification of resilience training as a moderator in the relationship between trust in leadership and soldiers' wellbeing. While the literature on resilience training is relatively nascent, this finding

suggests that resilience training can amplify the positive effects of trust in leadership. This theoretical implication has wide-ranging significance for leadership development programs, emphasizing the potential benefits of combining trust-building and resilience training initiatives. Finally, the study's holistic model, incorporating multiple leadership factors, coping mechanisms, trust, and resilience training, underscores the complexity of leadership in high-stress environments. It advances the theoretical perspective that leadership should be viewed and studied in a multifaceted manner, considering both the direct and indirect pathways through which leadership impacts individual wellbeing.

## **6. PRACTICAL CONTRIBUTION**

The practical implications derived from this study have the potential to significantly inform leadership practices, organizational policies, and military training programs. The findings offer actionable insights that can be applied to enhance the wellbeing of soldiers or employees in high-stress environments. Whether in the military or civilian sector, organizations should prioritize leadership training and development programs emphasizing the importance of leaders' commitment and fostering a supportive command climate. Training should focus on enhancing leaders' dedication to their roles and their ability to create a positive organizational climate. This can be achieved through leadership workshops, mentoring, and coaching, equipping leaders with the skills and knowledge to create environments conducive to both mission success and the wellbeing of their teams. Given the significant positive relationship between coping mechanisms and soldiers' wellbeing, organizations should invest in training programs that teach effective stress management and coping strategies. Providing soldiers or employees with the tools to navigate stress and adversity can enhance their mental and emotional resilience. These programs should be accessible to all personnel, emphasizing the importance of self-care and mental health.

The study underscores the pivotal role of trust in leadership in promoting individual wellbeing. Organizations should focus on building and maintaining trust among leaders and their teams. Open communication, transparency, and consistency in leadership practices can foster trust. Leadership should actively engage with subordinates, address concerns, and create an environment where trust can flourish. Trust-building initiatives should be integrated into leadership development programs. Moreover, the study's novel finding regarding the moderating role of resilience training highlights the potential benefits of combining trust-building and resilience training initiatives. Organizations and military units should consider incorporating resilience training into their programs, particularly for leaders and personnel in high-stress roles. This training can equip individuals with the skills to bounce back from setbacks and adapt to challenging situations. By integrating resilience training, organizations can optimize the positive impact of trust in leadership on individual wellbeing.

Furthermore, recognizing the moderating influence of soldiers' emotional intelligence, leaders should be trained to adapt their leadership approaches to accommodate individual differences. This means tailoring leadership styles and communication strategies based on the emotional intelligence levels of their subordinates. Effective leadership involves understanding and responding to the unique needs and emotional capacities of team members. Finally, creating a positive and supportive organizational culture is essential. Organizations should foster cultures that prioritize employee or soldier wellbeing alongside mission success. This involves promoting a healthy work-life balance, providing mental health resources, and encouraging employees or soldiers to seek assistance when needed. An organizational culture that values the holistic wellbeing of its members contributes to their overall satisfaction and performance.

## 7. LIMITATION AND FUTURE RESEARCH DIRECTIONS

One limitation of this study is the potential limitation of generalizability to different organizational contexts. The research was conducted within a specific military or organizational setting, and the dynamics and variables examined may vary in different settings. Future research should encompass a broader range of contexts, including civilian organizations, to ascertain the applicability of the findings in diverse environments. Another limitation is the cross-sectional nature of the data collected. The study captured a snapshot of relationships at a specific point in time. Longitudinal studies would provide a more comprehensive understanding of how the variables evolve over time and allow for the examination of causal relationships. Future research should consider longitudinal designs to uncover temporal dynamics. Moreover, this study relied on self-report measures for data collection, which introduces the potential for response bias and subjectivity. Participants may provide socially desirable responses or misinterpret survey items. To mitigate this limitation, future research could incorporate objective measures, behavioral observations, or data from multiple sources, such as leader evaluations and performance records, to enhance the validity of the findings. Finally, future research could involve intervention studies to assess the effectiveness of leadership development programs, resilience training, and coping mechanism training on soldier or employee wellbeing. Experimental designs that include control groups can help establish causality and evaluate the impact of specific interventions.

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