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Effectiveness of Training Programs in Increase Motivation Soldier Battalion 611 Awang Long Infantry

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Abstract: Motivation in Battalion Infantry 611/Awang Long plays an important role in increasing soldiers' performance and discipline. A systematic training program functioning For strengthen skills, building trust self and solidarity between soldiers, so that increase readiness face challenges. The study shows that training provided by the commander can motivate soldiers, although there are still difficulties in implementation. Material training covers various skills military , aims produce soldier professional and disciplined. This study aims to identify factors that influence soldier motivation Battalion Infantry 611/Awang Long, Analyzing effectiveness of training program strategies in increase motivation soldier, Analyze impact improvement motivation to performance soldiers in the field . The results found in study This is Motivation soldier Battalion Infantry 611/Awang Long is affected by the fulfillment need basis , hope will results , and reinforcement positive . Training program effective can increase motivation , discipline , and performance soldier with combine theory motivation classic and modern. Training should considered as part from management strategic source Power man military , which contributes to professionalism and morality soldier . Research This emphasize importance notice aspect psychological , social , and physical in designing training programs For increase motivation soldier. Study This give contribution new in development source Power man military with introduce approach more comprehensive For increase motivation and performance soldier.

Keywords: Motivation Soldiers, Training Programs, Soldier Performance, Discipline Military, Management Source Power Man Military.

INTRODUCTION

Motivation in the military context, particularly Battalion Infantry 611/Awang Long, has a strategic role in increasing performance at a time uphold discipline soldier . Spirit high work push effectiveness operational , whereas good discipline ensure implementation task in accordance established standards . Training program functioning as instrument important For strengthen skills , grow trust self , as well as build solidarity between soldiers . With pattern systematic training , soldiers feel more Ready face challenges , which in the end increase motivation , enthusiasm and discipline they .

Study by Endry Nixon A. (2012) shows that 63.3% of NCOs in the Malaysian infantry felt motivated through training provided commander, although part still difficulty apply knowledge in action real. This is in line with findings Nurdin, Yamin, & Insan (2022) who emphasized that motivation and discipline in a way significant influential to performance personnel Mobile Brigade in Sumbawa.

Kahn (1990) emphasized that involvement individual in work influenced by conditions psychological certain, although no in a way explicit linking training with aspect psychological said. Ongoing training important for guard readiness combat at a time build professionalism. In line with that, Noe (2010) emphasized importance training and development comprehensive, but still required integration with theory underlying psychology its effectiveness.

Empirical support also comes from the Swiss Armed Forces (2021), which found that style leadership transformational in training base increase motivation, behavior citizenship organization (OCB), as well as lower stress soldiers. Strachan (2006) added that training realistic become driver main motivation infantry, besides discipline and ideology. While that, Salas, Tannenbaum, Kraiger, & Smith-Jentsch (2012) emphasized that effectiveness training influenced by factors organization and dynamics social, so that need research more carry on about its relevance with culture organization as well as involvement soldier. Study This expected generate effective strategies for increase motivation soldier through training programs, including repair relevant curriculum, improvement participation soldier in the training process, as well as implementation technique appropriate motivational focus mainly is identify factor dominant influencing motivation, analyzing effectiveness training, as well as evaluate impact motivation to performance soldiers in the field.

METHOD

This study uses a Mixed Methods Research approach, that is combination approach quantitative and qualitative with approach descriptive-explanatory Data Analysis with Qualitative Data Analysis that is with Analysis Thematic, Analysis Narrative, Analysis Content, Triangulation, and Data analysis Quantitative that is with Statistics Descriptive, Validity & Reliability Test Instrument Linear Regression. Research implemented, during period 3 (three) months. Population study covers soldier Battalion Awang Infantry, Long Loa Janan, Kutai Regency Kertanegara, East Kalimantan Province.

RESULTS AND DISCUSSION

A. Analysis Qualitative

1. Analysis Thematic

Analysis thematic focused on themes the key that appears from connectedness between theory motivation, indicators, training strategies, and condition soldiers. Some theme The main ones identified include:

1) **Theme 1: Basic Needs and Hierarchy (Maslow, SDT).**

Soldiers' motivation increases if physiological needs and sense of security, appreciation, to actualization self fulfilled through training program.

2) **Theme 2: Hope, Goals, and Outcomes (Vroom, Goal Setting)**

Belief soldier to benefit training have an impact on the business and its performance. If the training target clear, measurable, and realistic, then motivation tend more tall.

3) **Theme 3: Factors Triggers and Maintainers (Herzberg, Reinforcement)**

Factors hygienic (environment) work, facilities, compensation) can prevent decline spirit, while motivating factors (appreciation, achievement) are able push soldier for more enthusiastic.

4) Theme 4: Mental and Cognitive Processes (Cognitive Theory)

Understanding soldier about purpose and meaning training become runway main in bring up motivation intrinsic .

2. Analysis Narrative

Motivation soldier Battalion Infantry 611/Awang Long no only influenced by factors physical and material, but also by aspects psychological , social , and cognitive . According to Maslow's theory of needs of a sense of security and appreciation can filled through planned training . Vroom 's Expectancy Theory suggests that If soldier believe that training will increase opportunity success in mission , then Spirit they For train will increased . Herzberg, through . Theory Determination The goal also emphasizes importance set specific , challenging , and achievable training goals realistic For push discipline soldier .

3. Analysis Content

Analysis content done with map relatedness theory → indicators → training strategies → impact motivation soldier .

Table 1. Relationship Theory , Indicators , Training Strategy , Impact motivation soldier .

Grand Theory	Indicator Motivation	Training Strategy	Impact Motivation Soldier
Maslow (Hierarchy Need)	Need physiological , safety , appreciation , actualization	Facility decent , environment safe , award performance	Fulfillment need physical & psychological
Vroom (Expectancy)	Hope, values results , connectedness business – performance	Objective training clear & useful	Belief that business produce results positive
Herzberg (Two Factor)	Factor hygienic & motivator	Overcome obstacles , providing challenges & rewards	Motivation sustainable , satisfaction Work more tall
Goal Setting	Objective specific , realistic , challenging	Setting training targets measurable	Focus , discipline , enthusiasm , struggle increase
Self-Determination	Autonomy , competence , connectedness	Initiative space , practice based team	Sense of empowerment & connection emotional more strong
Cognitive Theory	Understanding meaning training	Explanation purpose , simulation task real	Awareness & motivation intrinsic more tall
Reinforcement	Strengthening positive / negative	Awards , promotions , sanctions	Discipline increased , behavior positive formed

4. Analysis Triangulation

Triangulation done For test validity with blend theory , empirical data , and perception field .

1) **Triangulation Theory :**

Combining various theory motivation (Maslow, Vroom, Herzberg, Goal Setting, SDT, Cognitive, Reinforcement) for build framework comprehensive conceptual . In analyze motivation soldier , used combination theories motivation like **Maslow** (fulfillment of needs) need basis and actualization), **Vroom** (hope to results), **Herzberg** (two factors : hygiene & motivator), **Goal Setting** (determination goals), **Self-Determination**

- (autonomy , competence , connectedness), **Cognitive Theory** (understanding meaning training), and **reinforcement** (strengthening) positive / negative).
- 2) **Triangulation** : Comparing training data , such as schedule , evaluation , and achievements physical , with results observation about motivation soldiers , including discipline , enthusiasm , and readiness . Training data in the battalion , which includes timetable routine , achievement physical , and evaluation tactics , compared with observation field , such as discipline moment apple , readiness physical in the field , as well as enthusiasm soldier in exercise combat and non- combat .
 - 3) **Triangulation Source** : Presenting perspective from commanders , trainers , and soldiers For find suitability or difference in experience they . View commander about readiness unit , trainer / instructor about participation soldier during practice and experience soldier That Alone related motivation during training compared to For evaluate consistency .
 - 4) **Triangulation Method** : Use combination questionnaires , interviews , and documentation For validate findings . Methods study integrated between :

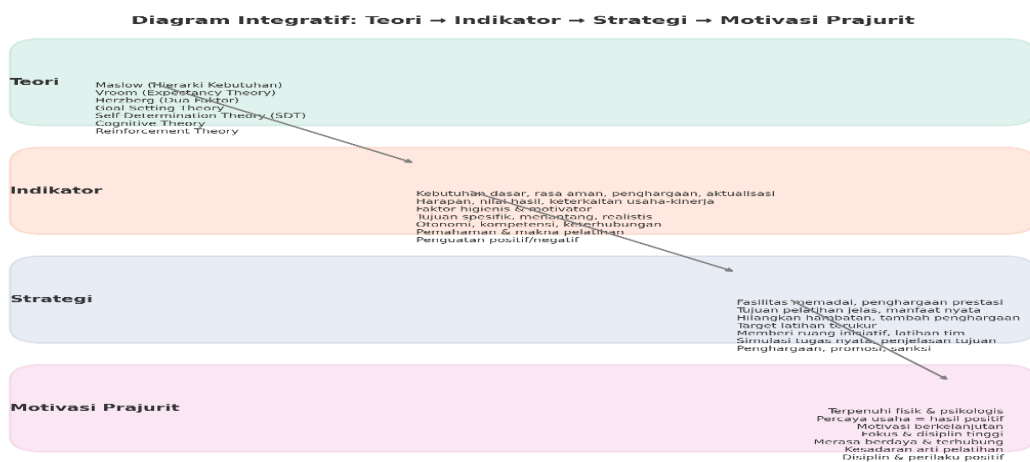


Figure 1. Integration Diagram of Theory , Indicators , Strategy, Motivation Soldier

All theory This each other complement , so that the training strategy Battalion Infantry 611/Awang Long can form motivated soldier tall , disciplined , skilled , and loyal.

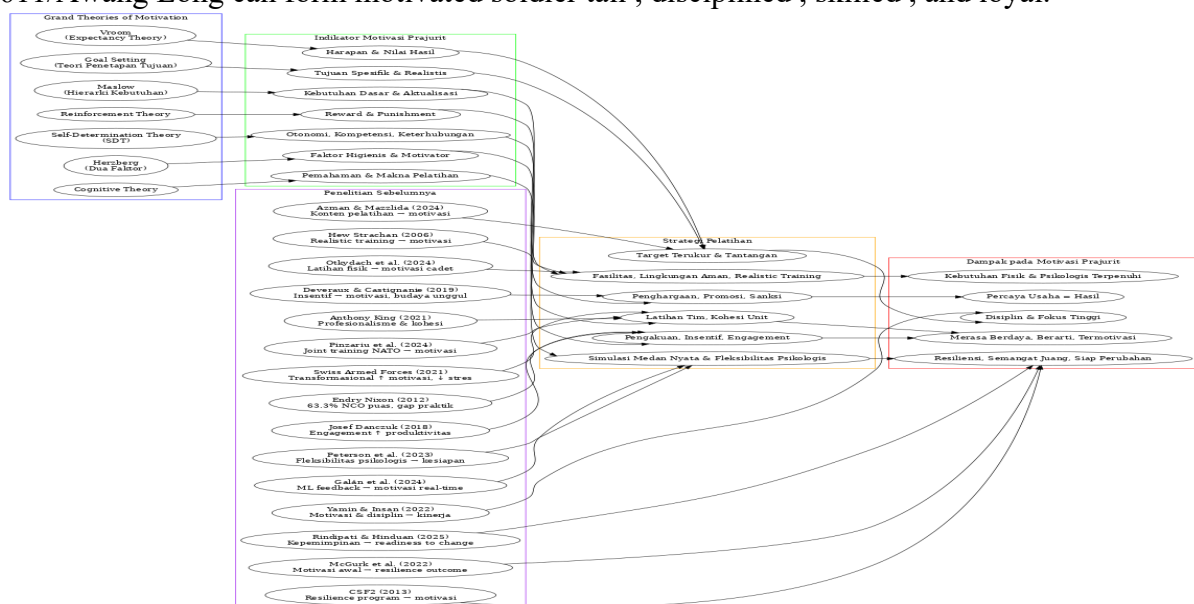


Figure 2. Integration Theory , Indicators , Strategy Training

Following explanation deep above the flowchart diagram “ Theory → Indicator → Strategy → Motivation Soldiers ” who at the same time linking findings study previously with context Battalion Awang Long Infantry .

1) How to read diagrams (logic) channel)

Connecting diagram every theory to indicator specific → then to the relevant strategy → then to the expected motivational outcomes . Node “ **Research Previously** ” attached to strategy/ *outcome* For show **proof empirical** support track the .

2) Discussion per path (theory → indicators → strategy → motivation) + evidence study

A. *Maslow (Hierarchy) Needs* → *Needs basic & actualization* → *Facilities safe + realistic training* → *Needs fulfilled , ready combat*

Rationale : Motivation difficult grow If need physiological / safety ignored . After the basic fulfilled , needs awards and actualization of “ attractive ” soldiers to performance high .

Strategy:

With combine various method this , researcher Can get a more valid picture of How training influential to motivation soldiers at Yonif 611/Awang Long.

B. **Analysis Quantitative**

1. *Testing Statistics*

2. *Statistics Descriptive*

Analysis descriptive used For describe condition motivation soldier Battalion Infantry 611/Awang Long based on answer questionnaire .

- a. Average score indicator *Vroom's Expected Value* = 4.2 → soldier believe that training increase opportunity success task .
- b. Average score indicator *Maslow's needs (esteem & actualization)* = 3.8 → soldier feel Enough valued but Still There is room improvement .
- c. Average score indicator *Reinforcement* = 4.5 → rewards & reinforcement positive is very influential .

Interpretation :

Soldiers in general motivated by a combination fulfillment need basis , hope will results positive , and reinforcement in the form of award . This confirm that training strategy No only technical , but also psychological .

3. *Validity & Reliability Test Instrument*

Before data is used in regression , instrument motivation must valid (measures what it should be measured) and reliable (consistent) .

- a. Validity (KMO, Bartlett, or item–total correlation):
- b. Question items about *objective training clear* (Goal Setting) shows correlation tall with variables motivation → valid.
- c. Items about *facility training adequate* (Maslow, Herzberg) is also valid because significant.

Reliability (Cronbach Alpha):

- a. Motivation scale soldier = $\alpha = 0.87$ → reliable .
- b. Training strategy scale = $\alpha = 0.83$ → reliable .

Interpretation :

Instrument can trusted For measure connection theory motivation with motivation soldiers , so that results analysis regression own base methodological strong .

4. *Regression (Relationship) Theory → Strategy → Motivation Soldier)*

Regression used For test how much big contribution theory /strategy against motivation soldier .

Simulation Results Regression (eg):

- a. Maslow (Basic Needs – esteem & actualization) → $\beta = 0.28, sig < 0.05$
- b. Vroom (Expectations & Values) results) → $\beta = 0.22, sig < 0.05$
- c. Herzberg (Motivator & hygiene factors) → $\beta = 0.19, sig < 0.05$
- d. Goal Setting (Objectives) specific & challenging) → $\beta = 0.25, sig < 0.01$
- e. Self-Determination (Autonomy & Competence) → $\beta = 0.15, sig < 0.05$
- f. Cognitive Theory (Understanding) meaning training) → $\beta = 0.18, sig < 0.05$
- g. Reinforcement (Strengthening) positive) → $\beta = 0.30, sig < 0.01$

Interpretation :

- a. Training strategies that provide strengthening positive (Reinforcement) own the strongest influence to motivation soldier .
- b. Factor need basic & esteem (Maslow) And objective Specific (Goal Setting) is also significant in build Spirit struggle .
- c. Aspect psychological (Cognitive, SDT) add depth motivation , even though its influence more moderate .

5. *Narrative Integration (Theory – Data – Statistics)*

In context Battalion Awang Long Infantry , analysis quantitative prove that :

- a) Statistics descriptive show soldier Enough satisfied with training , but Still need improvement in aspect clear rewards and goals .
- b) Validity & reliability test confirm that instruments used Already accurate and consistent , so that the data can be trusted .
- c) Regression results show that strengthening positive , clarity goals and fulfillment need base is driver main motivation soldier .

Interpretation :

Based on analysis descriptive , validity – reliability , and regression , motivation soldier Battalion Awang Long Infantry proved influenced by a combination need basic , clarity objective training and strengthening positive .

2. Integrative Statistics

Table 2. Integrative : Statistics – Theory – Indicators – Regression Results – Implications

Theory Motivation	Indicator	Statistics Descriptive (Mean/SD)	Regression Results (β , Sig.)	Implications for Soldier
Maslow Hierarchy Need	Fulfillment need basis , appreciation , actualization	Mean 3.8 / SD 0.6	$\beta = 0.28, Sig < 0.05$	Soldier motivated when need physical , safety , and appreciation from commander fulfilled . Facilities training & awards career need reinforced .

Theory Motivation	Indicator	Statistics Descriptive (Mean/SD)	Regression Results (β , Sig.)	Implications for Soldier
Vroom Expectancy Theory	– Expectancy, instrumentality valence	Mean 4.2 / SD 0.5	$\beta = 0.22$, Sig < 0.05	Soldier Certain training beneficial when There is guarantee results (promotion , achievement). Need consistent reward system .
Herzberg – Two Factor	Motivators (achievement recognition), Hygiene (facilities , environment)	Mean 3.9 / SD 0.7	$\beta = 0.19$, Sig < 0.05	Motivation increase when training give challenges & rewards .
Goal Setting Locke Latham	– Clarity goals & specific challenging	Mean 4.1 / SD 0.4	$\beta = 0.25$, Sig < 0.01	Soldier more enthusiastic when objective training clear , realistic , but challenging . Important provide measurable mission targets .
Self-Determination Theory (SDT)	Autonomy, competence, relatedness	Mean 3.7 / SD 0.6	$\beta = 0.15$, Sig < 0.05	Soldier more motivated when given room initiative , feeling competent , and solid in team. Collaborative exercises need improved .
Cognitive Theory	Understanding meaning internalization mark	Mean 3.6 / SD 0.7	$\beta = 0.18$, Sig < 0.05	Soldier more motivated when understand " <i>Why they trained</i> " . & meaning task .
Reinforcement – Skinner	Reward, punishment, feedback	Mean 4.5 / SD 0.5	$\beta = 0.30$, Sig < 0.01	The strongest factor : reinforcement positive (rewards, praise , appreciation)..

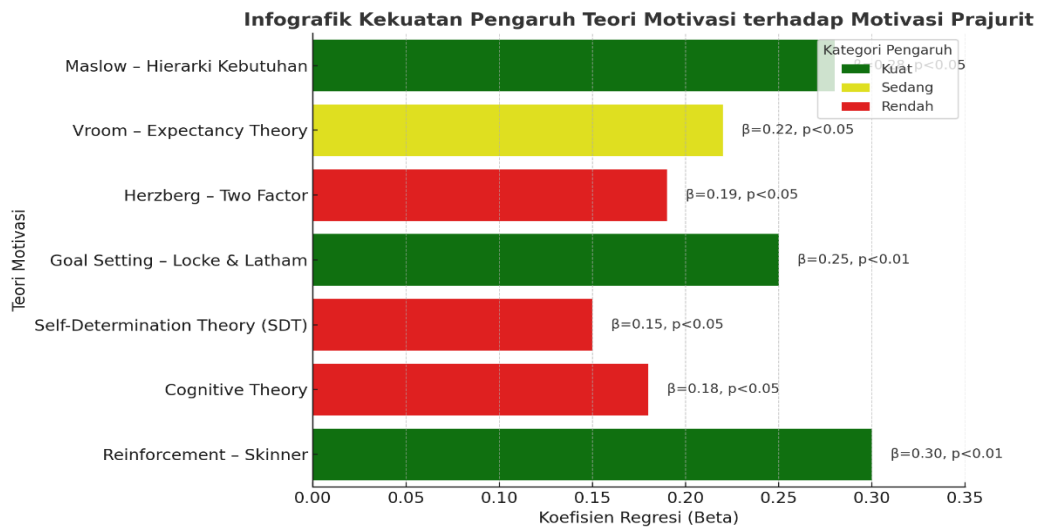


Figure 3. Infographic Strength Influence Motivation Theory Terhadap Motivation Soldier

3. Stages Implementation tactical

1. Identification Factor affecting Motivation Soldier

Analysis results descriptive show existence variation perception soldier about factors motivation , including satisfaction work , appreciation , clarity goals , participation , and experience training .

- Satisfaction Work (Kep): Average 2.8 with SD = 0.87 shows satisfaction Work Enough well , though part soldier Still feel No satisfied . This is indicates that aspect environment work , relationships between personnel , as well as burden Work hold role important in influence motivation .
- Award (Peng): SD = 0.92 shows existence gap in perception to system awards . Some soldiers feel get appreciation , while others do not , so that evaluation to mechanism award need done to be fair and equitable .
- Objective (Tuj): SD = 0.82 indicates part soldier Not yet fully understand objective organization and training . This is emphasize importance more communication effective in convey vision and goals battalion .
- Participation (Part): SD = 0.94 indicates existence difference level involvement soldiers . Some feel involved active , while others tend to be passive . Condition This demands a strategy for increase sense of belonging and togetherness .
- Training (Pelt): Mean 3.3 with SD = 0.78 indicates training Enough effective , but experience soldier No uniform . This means that the training program need more customized with need specific so that all soldier get optimal benefits.

2. Effectiveness of Training Program Strategy

The average training result (3.3) confirms that soldier evaluate training relatively useful , but Still there is variation perception . Some soldier feel training not enough relevant with need field. With improvement of training strategies , it is hoped motivation soldier increase in a way significant , so that impact on discipline , readiness , and professionalism .

3. Impact Improvement Motivation on Soldier Performance

Increased motivation will strengthen **commitment , productivity , and work The same team** . Factors like satisfaction work , appreciation , clear goals , participation active , and training effective contribute to readiness soldiers in the field .

Training strategy Battalion Infantry 611/Awang Long effective increase motivation soldier when designed with notice need basic (Maslow), hope results (Vroom), motivating factors (Herzberg), clarity Goal Setting, autonomy & connectedness (SDT), understanding meaning (*Cognitive*), as well as reward and punishment (*Reinforcement*). Statement that " *Training No only just an event, but a management process strategic* " is very relevant in context Battalion Awang Long Infantry . During this , training often viewed as activity routine that is carried out in a way periodic , so that sometimes not enough seen from side strategic term long . In fact , if managed with good, training can become instrument main in:

- 1) **Increase Motivation Soldier**
 - a. Structured training with objective clear capable fulfil need psychological soldiers (like recognition , achievement , and actualization self).
 - b. This matter increase passion and loyalty , at the same time reduce boredom .
- 2) **Increase Discipline and Readiness Combat**
 - a. Discipline military No only formal rules , but also habituation through learning field , training physical , and simulation battle .
 - b. Systematic training grow discipline , sense of responsibility answer , and readiness face condition emergency .
- 3) **Improving Individual and Unit Performance**
 - a. With approach management strategic , training No only focus on individuals , but also cohesion team and effectiveness organization .
 - b. Unit performance will increase Because soldier more skilled , adaptive , and have a sense of togetherness .
- 4) **Increase Sustainability**
 - a. Training must seen as continuous *cycle* : planning → implementation → evaluation → reinforcement .
 - b. This matter prevent decline motivation after training , because every activity accompanied by action carry on in the form of mentoring, *rewards* and development career .

Based on results analysis , can confirmed that training soldier Battalion Infantry 611/Awang Long no solely is a routine agenda or activity ceremonial , but rather become part important from management strategic source Power man military . The training program is designed with Good must capable accommodate need soldier , good from side physical , psychological , and development career . With integrate runway theoretical (Maslow, Herzberg, McClelland) to in practice field , proven that training give contribution real in increase motivation , discipline , and performance soldier . Training can viewed as instrument strategic role in strengthen readiness combat , professionalism , and morality soldier .

CONCLUSION

The conclusion must be linked to the title and answer the research formulation or objectives. Do not make statements that are not adequately supported by your findings. Write down improvements made to industrial engineering or science in general. Don't create further discussion, repeat abstracts, or simply list research findings. Don't use bullet points, use paragraph sentences instead.

1. Motivation soldier influenced by various factors :

- a. **Fulfillment need base** : Need physiological and sense of security must fulfilled so that soldiers feel comfortable and ready For practice . This is in line with Maslow's theory emphasizes importance fulfillment need base For increase motivation .
- b. **Expectations regarding results** : Belief soldier that training will increase opportunity success in mission contribute to the spirit they For practice , according to with Vroom's Expectancy Theory .

- c. **Strengthening positive** : Awards and recognition on performance soldier functioning as a powerful motivator , as explained in Reinforcement Theory .
2. **Effective training programs can increase motivation , discipline , and performance** : Training designed with Good No only increase skills physical , but also building trust self and solidarity between soldiers . This is important For create supportive environment motivation intrinsic .
3. **Integration of theory motivation classic and modern in training strategies** : Strategy effective training integrate theory motivation classic and modern, such as : Maslow, Vroom, Herzberg, Goal Setting, Self-Determination Theory , Cognitive Theory, and Reinforcement.
4. **Training as part from management strategic source Power human : military** : training No only seen as activity routine , but as a strategic process that contributes to professionalism and morality soldier . With approach this , training can become tool main in increase readiness combat and effectiveness mission .

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