



RESEARCH ARTICLE

The Effect of Motivation, Training, and Work Discipline on Soldier Performance at Ajen Kostrad

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Funding information

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Abstract

The objective of this study was to determine the influence of motivation, training, and work discipline on the performance of soldiers at the Army Strategic Reserve Command (Ajen Kostrad). This study used a quantitative research method with a descriptive and causal approach. Descriptive research aims to describe the research variables: motivation, training, soldier performance, and work discipline. The population in this study were soldiers at the Army Strategic Reserve Command (Ajen Kostrad) who specifically work in the Army Strategic Reserve Command (Ajen Kostrad). in the music, with amount total 40 person. Soldiers working in The music field has specific tasks and competencies related to the need for motivation, training, and high work discipline to support their performance. The results are in the form of implementation. task military more influenced by compliance to systems, orders, and work discipline; training influential to performance soldier, matter This prove that more and more often orderly activity the training provided will very effective For increase ability soldier in playing music; positive motivation has a significant influence on work discipline, work motivation is able to have a positive impact on the level of work discipline; positive influence training to soldier performance more nature direct, And No depends on role work discipline as mediator.

Keywords

Influence of Motivation; Training; Work Discipline.

1 | INTRODUCTION

In an organization, there are many primary and supporting elements that work together according to their respective functions and duties to achieve organizational goals. To attain optimal work results, adequate resources are required, including personnel who are knowledgeable and skilled in utilizing available resources and supporting equipment in accordance with the tasks to be performed. The Indonesian National Army Army Force (TNI AD) is part of the Indonesian National Armed Forces (TNI), a government institution whose primary duty is to maintain the defense and security of the Unitary State of the Republic of Indonesia (NKRI). The duties carried out by the TNI AD are highly important and strategic because they support the implementation of national defense and the sustainability of the NKRI. At present, Indonesia is facing an era of modernization marked by rapid developments in science, politics, economics, social life, and culture. These developments create many new challenges, both domestic and international. Therefore, the TNI must be able to utilize all available potential to remain responsive to changing conditions and provide appropriate and up-to-date solutions whenever threats to national integrity arise.

In general, the duties of the TNI are divided into three groups of units, namely combat units, combat support units, and administrative units. Each unit complements the others in carrying out the duties of the TNI AD according to its function. More specifically, administrative units have three main functions, one of which is the development of moral welfare (jahlil). In practice, the implementation of this function provides moral support to TNI AD soldiers carrying out their duties in both peacetime and wartime situations. One of the most visible activities in jahlil development is the organization of military music for military ceremonies and entertainment music for non-military events held by the Army, both to entertain soldiers on duty and to serve invited members of the public. One of the administrative units within the Indonesian Army is the Adjutant General of Kostrad, which carries out jahlil functions, including the organization of military and entertainment music. In organizing either form of music, the musical abilities of the soldiers involved play an important role. These abilities can be improved through regular music training for soldiers based on the type of instrument they play. Such training is expected to enhance the skills and performance of Ajen Kostrad soldiers in providing military and entertainment music support, which forms part of the unit's duty in fostering moral welfare.

Optimal performance is determined not only by technical ability but also by various psychological and social factors, including motivation, training, and work discipline. Therefore, training activities must be supported by strong commitment from soldiers, shown through compliance with training procedures, adherence to established unit regulations, and efforts to deliver the best possible performance in musical activities. According to Noe (2017), the performance of personnel in military organizations can be influenced by the extent to which they are motivated to achieve goals and by the effectiveness of the training they receive in carrying out their duties. Therefore, it is important to understand the relationship between motivation, training, and work discipline in efforts to improve the performance of soldiers within the Ajen Kostrad environment.

Based on actual conditions in the Ajen Kostrad environment, soldier performance, especially in music service activities, is still considered less than optimal. On several occasions during military events, musical performances by Ajen Kostrad, both military and entertainment music, received criticism or correction from the leadership, although on other occasions the performances were considered good and ran smoothly. This condition may be influenced by several factors, including the insufficient number of soldiers attending training sessions, with attendance reaching only around 50% of the required number. Soldier absence is caused by various factors, such as external assignments, illness, lateness, or involvement in other activities outside the unit. These conditions indicate that the motivation and discipline of soldiers in Ajen Kostrad are still not strong enough, causing training to be implemented less effectively and affecting the quality of musical performance.

Motivation is an important aspect that must be considered in improving performance. Haryanto E. *et al.* (2021), through their research on the influence of work motivation among health workers during the Covid-19 pandemic, stated that good motivation encourages individuals to perform well. Therefore, work motivation is a supporting factor that should be possessed by every individual. In the military environment, motivation is often associated with morale and the drive to excel in carrying out operational duties. Several factors influence soldier motivation, including job satisfaction, reward systems, and support from superiors. Work motivation can create enthusiasm and encourage individuals to work because it reflects the need to direct behavior toward certain goals. This is supported by Hidayat *et al.* (2018), who found that work motivation had a significant effect on the performance of TNI AD personnel. Therefore, unit leaders need to have the ability to provide appropriate motivation to soldiers in order to achieve clear organizational goals. Strong motivation will encourage soldiers to be more proactive in carrying out their duties and contributing to organizational achievement.

In addition to motivation, military training is another important factor affecting soldier performance. Suyadi *et al.* (2021), in their research, found a positive correlation between training and soldier performance. Training is one of the organizational development efforts expected to contribute to soldier quality by providing adequate preparation for carrying out duties in the field. Salas *et al.* (2012) argued that good training helps soldiers understand their roles and responsibilities more clearly and enables them to apply the technical skills they learn in real situations. Training not only

improves individual competence but also provides opportunities to practice strategies and techniques relevant to both combat and non-combat situations. In the military environment, continuous training is necessary so that soldiers can face operational challenges that continue to develop, including changes in technology and field conditions.

However, even when soldiers have high motivation and have participated in training, performance may still not reach the expected level without adequate work discipline. Work discipline in the military environment has a central role in ensuring that soldiers comply with established rules and procedures. Discipline is defined as an individual's awareness and willingness to obey all established regulations and applicable norms (Hasibuan, 2016). A similar view was expressed by North *et al.* (2020), who stated that discipline enables each individual in an organization to work consciously and responsibly in order to achieve predetermined organizational goals. In the military setting, discipline includes punctuality, obedience to orders, and the ability to work under pressure. Soldiers with high work discipline tend to be more responsible and more capable of performing their duties properly than those with lower levels of discipline.

Work discipline must be built by both parties, namely the soldiers themselves and the unit work system that consistently enforces regulations. Units need to act firmly in implementing rules among their personnel. However, the implementation of work discipline in the Ajen Kostrad unit is often influenced by an office culture that tends to emphasize tolerance. The workplace is considered far from where most soldiers live, while the work dynamics are often not viewed as too demanding, and several leadership policies in unit development tend to be flexible. Indirectly, these conditions provide considerable leeway for soldiers in carrying out their duties. When such flexibility is responded to improperly, it can have a negative effect and lead to decreased soldier performance.

Work discipline may also function as a mediating variable that strengthens the relationship between motivation and training on soldier performance. Nadeak (2020) stated that one way to increase employee productivity is through good work discipline. Without work discipline, soldiers may not be able to make optimal use of training outcomes or maintain motivation in carrying out their duties. Units or agencies therefore have an obligation to pay close attention to soldier work discipline so that performance can improve and soldiers do not engage in unimportant activities during working hours. For that reason, this study analyzes work discipline as a mediating variable connecting the influence of motivation and training to soldier performance.

Research on the influence of motivation, training, and work discipline on the performance of soldiers at Ajen Kostrad is important because it explains how these factors are related and how they affect both individual and organizational performance. Herzberg (2017) emphasized that a combination of strong motivation, adequate training, and solid work discipline will produce better performance. Based on the explanation above, this study aims to analyze the influence of motivation and training on soldier performance through work discipline at Ajen Kostrad. The results of the study are expected to provide useful recommendations for military leadership in improving soldier performance through stronger motivation, continuous training, and better work discipline.

2 | BACKGROUND THEORY

Grand Theory

The relationship between motivation, training, and employee performance in this study is based on Feldman's theory (1988), which states that the basic principle of management views performance as a combination of a person's motivation and ability to carry out work tasks: $\text{Performance} = f(\text{motivation, ability})$. A similar view was expressed by Hellriegel (1989), who argued that individual performance is the result of the interaction between motivation and ability. The performance formula can therefore be written as follows: $\text{Performance (P)} = f(\text{ability, motivation})$ or $\text{Performance} = \text{ability} \times \text{motivation}$.

Motivation

According to psychologists, motivation is derived from the English word motivation, which refers to the drive to do something. In the Kamus Besar Bahasa Indonesia, motivation is defined as a conscious or unconscious impulse within a person to perform an action with a particular purpose (Muhfizar *et al.*, 2020). Motivation may also be understood as the totality of drives, desires, needs, and similar forces that direct behavior. In addition, motivation can be defined as a regulatory variable used to stimulate certain factors within an organism, which then generate, organize, maintain, and direct behavior toward a goal (Siregar, 2020). The term motivation originates from the Latin word *movere*, which means "to move." Meanwhile, the Kamus Bahasa Indonesia Modern defines motive as the reason underlying a person's action, the basis of thought or opinion, or something that becomes the main point. Based on that definition, motivation can be interpreted as a strong internal drive that encourages a person to carry out activities in accordance with that impulse (Sudiyarto, 2008). Rahman (2021) states that motivation is often used to explain the reasons behind success or failure in various forms of work. Motivation theory relates to the factors that encourage and direct a person's behavior. In general, a person's willingness to engage in a particular activity is based on fundamental needs. Dewi *et al.* (2023) also state that motivation is the driving force that creates enthusiasm for work, enabling a person to collaborate, work effectively, and

demonstrate integrity in order to achieve satisfaction. Motivation is therefore one of the main factors that encourages a person to work. According to Afandi (2018:29), indicators of motivation include remuneration, working conditions, work facilities, work performance, recognition from superiors, and the work itself. Hasica *et al.* (2023) argue that motivation is one of the factors influencing human behavior. Motivation, often referred to as a driving force, desire, support, or need, can create enthusiasm and encourage a person to fulfill personal impulses, enabling them to act in ways that lead to optimal outcomes. Motivation significantly affects a person's performance. In general, individuals tend to show higher work productivity when the company or institution supports their performance.

Training

Training is a systematic and repetitive process with progressively increasing training loads and intensity (Haqqo, 2021). There are various types and forms of training, depending on the specific needs and the kind of activity to be mastered. According to Simanjuntak *et al.* (2016), physical exercise is an activity performed to improve physical fitness and maintain bodily health, and it is recommended for every individual to prevent various diseases and improve immunity. According to Shepherd *et al.* (2021), the word exercise in English may carry several meanings, such as practice, exercise, and training. Practice refers to an activity aimed at improving skills. Exercise is an important instrument in the daily training process to improve the functional quality of the body's organ systems. Training is a systematic exercise process that is carried out repeatedly, with training loads that increase gradually over time (Amansyah, 2019).

Work Discipline

Work discipline is an action carried out by employees in accordance with written and unwritten regulations within an organization. It reflects an attitude of respect, appreciation, obedience, and compliance with applicable rules, both written and unwritten, as well as a willingness to carry them out and accept sanctions when violating duties and responsibilities assigned to them. In addition, Law No. 25 of 2014 concerning Military Disciplinary Law, Article 7, explains that every member of the military, in carrying out duties and obligations, must behave and act in a disciplined manner by complying with military disciplinary law. Military discipline refers to awareness, compliance, and obedience in implementing statutory regulations, official service regulations, and the way of life that applies within the military. Military disciplinary law is therefore a form of the implementation of work discipline for soldiers within the TNI in carrying out their duties. In the study by Vallennia *et al.* (2020), work discipline is described as the most important operative function of human resource management because the better the employee's work discipline, the higher the work performance that can be achieved. Conversely, without good work discipline, it will be difficult for a company to achieve optimal results. Rialmi (2020) states that discipline is a person's awareness and willingness to comply with all company, institutional, or organizational regulations, as well as applicable social norms. Discipline is beneficial because it educates employees to obey and follow existing rules, procedures, and policies in order to produce good performance. In the study by Ichsan *et al.* (2020), three concepts related to the implementation of discipline are identified, namely hot stove rules, progressive disciplinary actions, and positive disciplinary actions.

Understanding Performance

Performance refers to the willingness of a person or group to carry out activities and complete them according to their responsibilities in order to achieve the expected results (Mustaqim & Purba, 2022). According to Bintoro (2017), performance is generally a measurement used by companies or institutions to evaluate workers. Employees whose performance meets or exceeds standards may be given rewards. On the other hand, those who fail to meet predetermined standards may face consequences. These rewards and consequences may take the form of job promotions, increases in compensation, transfers, or even termination of employment. The performance appraisal process also provides an overview of the extent to which organizational goals have been achieved. Safitri (2022) states that performance is generally a measure of the goals to be achieved. In essence, performance is the work result achieved by a person or group within an organization according to their respective authority and responsibilities, or the overall level of success of a person during a certain period in carrying out tasks compared with work standards, targets, objectives, or criteria that have been determined in advance and mutually agreed upon. Without assessing organizational or institutional performance, an organization will not know the extent of the results achieved based on the resources it possesses. In the study by Gerung *et al.* (2022), performance is described as an illustration of the level of achievement of a program, activity, or policy in realizing the goals, objectives, vision, and mission of an organization, as outlined in its strategic planning. Every organization and company therefore seeks to improve employee performance in order to achieve organizational goals.

3 | METHOD

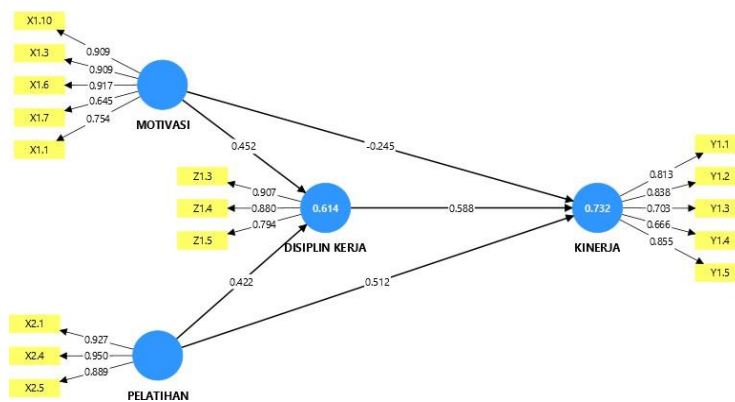
This study employed a quantitative research method with descriptive and causal approaches. The descriptive approach was used to describe the research variables, namely motivation, training, soldier performance, and work

discipline. The causal approach was used to examine the effect of motivation and training on soldier performance, both directly and indirectly through work discipline as a mediating variable. Ajen Kostrad has various fields of work, one of which is the music field, which is divided into two categories: military music and entertainment music. The music field plays an important role in supporting various military and ceremonial activities. The population of this study consisted of soldiers at Ajen Kostrad who specifically work in the music field, with a total of 40 personnel. Soldiers in the music field have specific duties and competencies that require motivation, training, and high work discipline to support their performance. The relevance of these characteristics to the variables under study formed the basis for selecting all soldiers serving in the music field at Ajen Kostrad as the target population. This study used a census technique, in which the entire population was taken as the research sample because the population size was relatively small. Therefore, the sample consisted of 40 soldiers who worked in the music field at Ajen Kostrad.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Path Test Coefficient



Picture 1. Test Hypothesis Bootstrapping
Source: Processed researchers (2025).

Acceptance or rejection of the hypothesis was determined through coefficient testing. A hypothesis was accepted when the coefficient value was positive, the T-statistic exceeded 1.96, and the significance level (p-value) was below 0.05. Conversely, the hypothesis was rejected when the coefficient was negative, the T-statistic was 1.96 or lower, or the p-value was 0.05 or higher in the statistical analysis.

Table 1. Value Path Coefficient

Hypothesis	Relationship	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values	Conclusion	Interpretation
H1	Motivation → Soldier Performance	-0.245	-0.205	0.204	1.202	0.115	Rejected	Motivation has no significant effect on soldier performance.
H2	Training → Soldier Performance	0.512	0.418	0.258	1.984	0.024	Accepted	Training has a positive and significant effect on soldier performance.
H3	Motivation → Work Discipline	0.452	0.429	0.157	2.886	0.002	Accepted	Motivation has a positive and significant effect on work discipline.
H4	Training → Work Discipline	0.422	0.415	0.190	2.221	0.013	Accepted	Training has a positive and significant effect on work discipline.

H5	Work Discipline → Soldier Performance	0.588	0.624	0.182	3.229	0.001	Accepted	Work discipline has a positive and significant effect on soldier performance.
H6	Motivation → Soldier Performance through Work Discipline	0.266	0.258	0.109	2.450	0.007	Accepted	Work discipline mediates the effect of motivation on soldier performance.
H7	Training → Soldier Performance through Work Discipline	0.248	0.267	0.169	1.466	0.071	Rejected	Work discipline does not mediate the effect of training on soldier performance.

Source: Processed by the researchers (2025).

Table 1 shows that training, motivation, and work discipline produced mixed effects on soldier performance. Motivation did not significantly affect soldier performance, as indicated by H1, which was rejected. In contrast, training had a positive and significant direct effect on soldier performance, supporting H2. Motivation and training also had positive and significant effects on work discipline, confirming H3 and H4. Work discipline significantly improved soldier performance, supporting H5. In addition, work discipline mediated the effect of motivation on soldier performance, so H6 was accepted. However, work discipline did not mediate the effect of training on soldier performance, and H7 was rejected.

4.2 Discussion

Influence Motivation to Soldier Performance

The results indicate that motivation does not affect soldier performance within the Ajen Kostrad environment. From a theoretical perspective, this finding differs from the general view on motivation and performance. Feldman (1988) and Hellriegel (1989) state that performance is a function of motivation and ability, in which motivation is considered an important component that encourages individuals to achieve optimal work performance. Similarly, Maslow's hierarchy of needs (1954) explains that individuals are driven to fulfill hierarchical needs, including self-actualization, which is closely related to work achievement. Herzberg (1959) also argues that motivational factors such as achievement, responsibility, and career growth can increase job satisfaction and, ultimately, performance. Within the Indonesian Army, the structure of tasks and obligations is strongly shaped by rules, command, and strict discipline. As a result, variations in individual motivation may not be directly reflected in measurable performance outcomes. Soldier performance is more often determined by their ability to follow standard operating procedures, respond quickly, obey superior orders, and carry out duties with discipline. This condition suggests that although motivation remains important as a psychological factor, its direct influence on daily military performance may be less visible because soldiers are already expected to maintain a minimum level of motivation in fulfilling their duties. The finding is consistent with the study of Setiawan and Tricahyadinata (2025), which showed that motivation had a positive but insignificant effect on performance. Similarly, Sirfeffa *et al.* (2024) found that motivation did not significantly affect soldier performance. The absence of a direct effect may also be explained by the characteristics of military duties. Soldiers are required to carry out instructions with a high level of discipline, and performance in many operational tasks is not primarily based on creativity or personal initiative. A closer review of the motivation indicators shows that several soldiers lacked confidence in their own abilities, especially in playing musical instruments according to their assigned roles. This condition reduced their enthusiasm when performing musical duties, both in the field and at formal events. As a result, some performances were considered unsatisfactory and received criticism, particularly from leadership. To strengthen confidence and improve performance, more regular, disciplined, and evaluative music training is needed so that soldiers can improve their musical competence.

Influence of Training on Soldier Performance

The results of the study show that training affects the performance of soldiers in Ajen Kostrad. This finding is consistent with the views of William G. Scott and Edwin B. Flippo, who state that training is one of the main factors in improving work effectiveness. According to William G. Scott, as cited in Sedarmayanti (2009:163), training aims to improve individual work effectiveness and interpersonal relationships within an organization. Flippo also defines training as a process that helps employees achieve effectiveness in their current or future jobs through the development of habits, knowledge, skills, and attitudes. From a theoretical standpoint, training is expected to improve capability, which then influences work performance. This finding is also consistent with the view of Feldman (1988) and Hellriegel (1989), who state that performance is a function of ability and motivation. In that framework, training serves as a mechanism for

improving ability and is therefore expected to influence performance positively when implemented effectively. In the Indonesian Army, all soldiers are scheduled to participate in regular and structured training. As a result, their basic competencies are developed in a systematic manner to improve the quality of their duties and responsibilities.

Influence of Motivation on Work Discipline

The results of the study show that motivation has a positive and significant effect on the work discipline of soldiers in Ajen Kostrad. This means that the higher a soldier's motivation, the higher the level of discipline shown in carrying out duties and responsibilities. This finding is in line with Maslow's hierarchy of needs theory (1954) and Herzberg's motivation theory (1959). Maslow explains that human behavior is driven by the fulfillment of needs, ranging from physiological needs to self-actualization. These needs encourage individuals to act in accordance with work goals and organizational rules. Herzberg distinguishes between motivating factors and hygiene factors, where motivating factors such as achievement, recognition, and responsibility directly influence job satisfaction and positive work behavior. When soldiers have strong motivation, that internal drive encourages attitudes and behavior that are more obedient to rules, activity schedules, and standards of discipline within the organization. In the performance theory of Feldman (1988) and Hellriegel (1989), performance is explained as a function of motivation and ability. In practice, the motivational aspect is often reflected through work behavior, including discipline. Motivation does not always influence performance directly, but it may operate through concrete behavior such as compliance with rules, seriousness in carrying out tasks, and responsibility toward organizational standards. Therefore, work discipline may be understood as a behavioral link between internal motivation and the expected results of the organization. Within the TNI AD, discipline does not only refer to obedience to regulations, but also includes mental and physical readiness to meet the demands of complex and high-risk military duties. Soldiers with strong intrinsic motivation tend to show stronger internal commitment to following procedures, being punctual, and carrying out responsibilities properly. This condition forms a strong foundation for organizational discipline. This finding is also supported by the study of Tody *et al.* (2022), which found a positive relationship between motivation and work discipline. Motivation in the form of support, recognition, and opportunities for development encourages individuals to be more disciplined in carrying out their work, including being punctual, complying with regulations, and taking responsibility for their duties.

Influence of Training on Work Discipline

The results of the study showed that training had a positive and significant effect on the work discipline of soldiers at Ajen Kostrad. This finding is consistent with the views of William G. Scott and Edwin B. Flippo on human resource management. Scott, as cited in Sedarmayanti (2009:163), emphasizes that training aims to improve individual work effectiveness, interpersonal relationships, and leaders' readiness to face various challenges in the work environment, which ultimately leads to better performance. Similarly, Flippo, as cited in Sedarmayanti (2009:163), explains that training is a process that helps employees achieve effectiveness in their current and future jobs through the development of habits, skills, knowledge, and work attitudes. When training is conducted systematically and repeatedly, it not only improves technical abilities but also helps establish consistent patterns of behavior in accordance with organizational standards. In a military setting, intensive, repetitive, and highly structured training does not only develop physical and tactical skills but also shapes character and behavior. Therefore, training in the military serves not only as a means of improving competence but also as an instrument of organizational culture that strengthens work discipline. From the perspective of Feldman (1988) and Hellriegel (1989), training is not merely a technical learning process, but also a means of improving skills that, in turn, reinforce work behavior aligned with organizational goals. In practice, military training is designed to establish high mental and physical operational standards, so that work discipline emerges as a result of the learning process. Soldiers who are accustomed to structured training activities tend to demonstrate disciplined behavior, such as punctuality, compliance with standard operating procedures, and consistency in following instructions. Previous studies also support this finding. Bunjamin and Yosepha (2021) found that training influences work discipline. Structured training improves discipline in complying with rules, managing time, and meeting established work standards. Training that is aligned with organizational needs can foster disciplined work patterns through habituation and continuous evaluation. In the Ajen Kostrad environment, intensive training that is scheduled, supervised, and periodically evaluated can strengthen discipline as a form of habituation embedded in daily work routines and professional behavior.

Influence of Work Discipline on Soldier Performance

The results of the study showed that work discipline had a positive and significant effect on the performance of soldiers at Ajen Kostrad. This finding is in line with the performance theories of Feldman (1988) and Hellriegel (1989). According to both theories, performance is a function of motivation and ability, while discipline may be viewed as a behavioral factor that connects motivation and ability to actual performance outcomes. In military organizations, discipline is an integral part of a soldier's professional identity. Without discipline, the execution of military duties such as readiness, team coordination, and command implementation cannot be carried out effectively. When soldiers possess a high level of work discipline, their behavior reflects consistency in applying procedures, punctuality, and professional

responsibility without the need for repeated orders. Based on the views of Feldman (1988) and Hellriegel (1989), work discipline can be understood as observable behavior that strengthens the relationship between motivation, ability, and performance. Discipline is not merely a formal obligation, but an internal commitment to professional standards that is formed through training, work experience, and organizational values. When individuals have a high level of discipline, their work behavior tends to align with organizational goals, including compliance with procedures, accuracy in carrying out instructions, and seriousness in completing tasks. This finding is also supported by Ariesni and Ansur (2021) as well as Rarung *et al.* (2021), who found that work discipline has a positive and significant effect on performance. These findings confirm that work discipline plays an important role in achieving optimal performance, especially in work systems that require strict compliance with rules and procedures.

Influence of Motivation on Soldier Performance through Work Discipline

The results of the study showed that motivation influenced soldier performance through work discipline. This means that motivation improves work discipline, and work discipline subsequently improves soldier performance. This finding is consistent with the theories of Feldman (1988) and Hellriegel (1989), which state that performance is a function of motivation and ability. Within that framework, an intervening variable is needed to explain how motivation is translated into actual performance. In military organizations, behavioral factors such as work discipline play an important role in operationalizing the effect of motivation on performance. According to Maslow (1954), motivation arises from the drive to fulfill hierarchical needs, ranging from basic needs to self-actualization. When soldiers are motivated, that internal drive includes the desire for recognition, responsibility, and self-actualization as part of professional commitment. Herzberg also explains that motivating factors such as recognition, responsibility, and job challenges can increase job satisfaction, which then encourages better work behavior. However, motivation alone is not always sufficient to produce optimal performance directly, especially in a highly structured military environment. Work discipline functions as a mediating variable that links motivation to performance by connecting psychological drive with actual behavior in daily work routines. Previous studies also support this mediating relationship. Herlina (2019) found that motivation influences performance through work discipline. This finding indicates that motivated soldiers tend to show a higher level of commitment to their duties, stronger adherence to standards, and greater responsibility. That motivation is then reflected in disciplined behavior, such as punctuality, compliance with procedures, and alignment of actions with superior orders. In this way, motivation strengthens discipline, which then makes task implementation more effective and efficient as reflected in actual performance.

Influence of Training on Soldier Performance through Work Discipline

The results of the study showed that work discipline was not able to mediate the effect of training on soldier performance at Ajen Kostrad. Statistically, the indirect relationship between training and performance through work discipline was not significant, so the mediation hypothesis was rejected. This finding indicates that improvements in soldier performance were more directly influenced by the quality and effectiveness of the training provided, rather than through changes in work discipline as an intervening factor. In other words, the training implemented was able to directly improve soldiers' competence, technical skills, and understanding of tasks without having to pass through increased work discipline first. This finding is relevant to the theories of Feldman (1988) and Hellriegel (1989), which state that performance is a function of motivation and ability. Within this framework, training is positioned as a primary means of improving individual ability. In line with Edwin B. Flippo's view, as cited in Sedarmayanti (2009), training is a process of developing work habits, knowledge, and attitudes so that employees can work effectively. This finding may be explained by the characteristics of military organizations, where discipline standards are already high and have been internalized by every soldier. As a result, variation in work discipline may not be strong enough to function as a mediating mechanism. Therefore, in the Ajen Kostrad environment, more effective efforts to improve performance may be directed toward optimizing training programs, including their materials, methods, and evaluation procedures.

5 | CONCLUSIONS AND FUTURE WORK

Based on the results and discussion of the research, the conclusion of this research is that motivation does not influence soldier performance, this is because the implementation task military more influenced by compliance to systems, orders, and work discipline; training influential to performance soldier, matter This prove that more and more often orderly activity the training provided will very effective For increase ability soldier in playing music; positive motivation has a significant influence on work discipline, work motivation is able to have a positive impact on the level of work discipline; positive influence training to soldier performance more nature direct, And No depends on role work discipline as mediator. By because of that, things This show that In any situation, training remains the main factor in improving soldiers' ability to play music according to their respective duties, encouraging soldiers to obey the rules, increase responsibility, and maintain consistent work behavior.

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How to cite this article: Diyanna, Suharto, & Dhianti Mei. (2026). The Effect of Motivation, Training, and Work Discipline on Soldier Performance at Ajen Kostrad. *Indonesian Journal Economic Review (IJER)*, 6(1), 250-258. <https://doi.org/10.59431/ijer.v6i1.756>