



The Effect of Indonesian Army Training on the Performance and Professionalism of Army Soldiers

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Abstract

Professionalism is the essential commitment of the Indonesian Armed Forces as an organization that is in charge of upholding the sovereignty of Indonesia. However, due to the decrease in professionalism and performance, training was deemed less effective. This leads to the conclusion that training elements purportedly influence the performance and professionalism of the Indonesian Army. Therefore, this research aimed to determine the effect of Army training on the performance and professionalism of the Indonesian Army. This study used structural equation modeling (SEM) to analyze primary data from the units that participated in the Battalion Combat Team East Kalimantan joint operation exercise in 2022. It indicates that while Army training improves performance, it does not affect the Army's professionalism. The performance also has a favorable effect on the Army's professionalism. The roles of some of the trainees were incompatible with their regular occupations, and the data revealed that not all the weapon systems had been deployed. The exciting thing is that performance can indirectly mediate the influence of training on the professionalism of the Army soldiers, which means that the higher the training, the higher the performance, which in turn affects professionalism. The data used generally do not represent all units within the Indonesian territory. The research has several differences from previous research, such as testing the effect of training on professionalism through the mediation variables of the performance of the Indonesian Army, using different dimensions, and the lack of research in the Army.

Keywords *Training, Performance, Professionalism*

INTRODUCTION

The professionalism of the Indonesian Armed Forces (TNI) has become a fundamental commitment of the Armed Forces Republic of Indonesia (ABRI). The Indonesian Armed Forces, as a national defense organization, are expected to be more advanced and modern. Hence, the concept of military service professionalism is delivered by Samuel P. Huntington about the old professionalism in Indonesia: Law Number 34 of 2004 about the Indonesian Armed Forces is implemented in a manner planned by the state, which in the end gives birth to strong and measurable Indonesian soldier professionalism (Tiara, 2013). However, during the 2020-2021 period, the number of combat casualties for Indonesian Army task force personnel in the Papua area increased by 175% (Spaban VI/Ops DN, 2021). The violation rate has decreased by 10.15 percent but remains relatively high at 1,092 violations (Rapim TNI AD, 2022).

Training has a negative impact on fatigue but a positive impact on fitness (Busso et al., 1994). This is confirmed by Mujika et al. (1995), indicating that increased performance during the season is significantly correlated with the average intensity of training.

Meanwhile, research into the relationship between training and professionalism has been conducted in the Indonesian Navy, with results indicating that training, transformational leadership, and motivation all affect professionalism, with motivation becoming increasingly important as professionalism increases (Siburian, 2020).

According to Jeffrey and Dinata in Febrianti and Wati (2020), work performance is an

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important part of human resource management and an important factor in the success of an organization. The criteria for measuring performance aspects, according to Jeffrey and Dantes (2017: 1451), includes: quality of teamwork, creativity in problem-solving, and work discipline (Febrianti & Wati, 2020).

From that description, the Indonesian Army Training Program is projected to equip soldiers with certain abilities and skills and to develop Indonesian Army units to have reliable combat readiness and operational readiness to carry out the main tasks of the Indonesian Army to face the current situation (Kasad, 2021). According to Goldstein (1974) in Klimoski, assessing the group's need for training, choosing the right training procedure, and determining how the training should be evaluated are all considered problems (Klimosky & Hicks, 2017). In 2020, the Indonesian Army's joint exercise training was held four times, namely for Brigade-level training (3000 soldiers) and Battalion-level exercises (1000 people per battalion). Whereas in 2021, the Indonesian Army's joint exercise training was carried out five times, namely one brigade-level exercise and four battalion-level exercises. This aims to improve the operational readiness of Indonesian soldiers in the face of the increasing escalation of threats (Harianto, 2021).

The previous research focused on personnel who provide training materials or train training coaches at Infantry Battalion 514. Researchers used qualitative methods with case studies. While the data collection technique used is the study of literature, The advice is that training coaches should be maximal in their coaching, oriented toward the main tasks, and not make any demands that go beyond preparing units to deal with their main tasks (Aditya, 2018).

In November 2021, a team formed from the Training Staff of the Indonesian Army conducted research on the Indonesian Army's joint exercise training, which was held in Baturaja, South Sumatra. The independent variable (X) used is the training of the Indonesian Army, and the dependent variable (Y) is the professionalism of Indonesian Army soldiers. This research used quantitative data and random sampling. The results of the study showed that Indonesian Army training had a significant effect of 0.849 on the professionalism of Indonesian soldiers. However, the lowest achievement was in the training method at 47.40%. There are other factors that cause low achievement scores, such as the ambiguity of the trainees' understanding of the training material provided. This is shown by the training activities that change suddenly so that they are not in accordance with the time plan that has been prepared (Gunawan, 2021).

Research on Indonesian Army training and the performance and professionalism of army soldiers has not been widely carried out. Therefore, the authors are interested in conducting research and comprehensively examining the effect of Indonesian Army training on the performance and professionalism of army soldiers. Several studies used variables with different concepts. This study fills the gaps in the previous research, such as Aditya (2018) and Gunawan (2021), which are low performance and a lack of professionalism.

As a result, the goal of this study is to address concerns regarding the impact of Indonesian Army training on soldier performance and professionalism, as well as to examine the Army's training system in order to produce a more competent Indonesian Armed Forces and certainly become an endeavor to strengthen the Army's ability to carry out the commander-in-chief's mandate.

LITERATURE REVIEW

In human resources management, the term "work motivation" is often used to explain motivation in the work environment. According to Yukl (2005), motivation is a process by which behavior is driven and directed. These limitations cause low work motivation, which in employee psychology is often referred to as a morale booster. These needs are the basis for the behavior of employees. In terms of motivation (McLeod, 2007), Maslow describes it as follows:

- a. Physiological needs, namely biological needs for survival, such as air, food, drink, clothing, shelter, warmth, sleep, and others.
- b. The need for security, namely protection from the elements, security, order, law, freedom from fear
- c. The need to belong and to love, namely social needs, and is involved in the feeling of belonging. This need for interpersonal relationships to motivate behavior.
- d. The need for self-esteem consists of 2 (two) covering self-esteem for oneself (self-esteem, sovereignty, independence) and a sense of pride for the reputation or honor of others.
- e. The need for self-actualization, namely the recognition of one's potential personal achievement.

In designing effective training, motivation is a fundamental requirement for training. The process of preparing a training program refers to a systematic approach to developing a training program. The first step is to assess needs and determine whether training is required. The second stage ensures that employees are ready for training and have the motivation and basic skills to master the content of the training. The third stage discusses whether the training session (or learning environment) has the necessary factors for learning to occur (Noe et al., 2017). Motivation also influences professionalism. In addition, physical performance measurements were the most predictive of successful completion in a military examination characterized by uncertainty and unpredictability, followed by demographics and different psychological variables (Farina et al., 2019). In accordance with Maslow's motivation theory (1943), Kreitner (2011) explains that organizational motivation is a reflection in which a subordinate recognizes the organization and is bound to its goals. Motivation is one of the factors that influence professionalism (Siburian, 2020).

Understanding professionalism refers to a member of a profession's commitment to improving their ability to be professionals and developing strategies for doing a suitable job with their profession. Tilaar (2002) suggests that a professional carry out his job in accordance with the demands of his profession, or, in other words, have appropriate skills and attitudes to match the demands of his profession (Munandar et al., 2020). A study on military professionalism frequently adopts the findings of Perlmutter (2000) and Huntington (2003). The parameters of "professional" discussion imply no politics or involvement in the political realm for the civil sector, welfare members who require defense equipment fulfilled through projection budgets for the ideal military, and adequate expertise from all members (Siregar, 2021). That is also, Cooperation skills and group dynamics among officers and soldiers of the airborne troops are very good for positive and constructive professional activity, which help them fulfill their mission (Stepanov et al., 2019). According to Huntington (1957), there are three aspects that must be considered in a professional military: expertise, responsibility, and cooperativeness.

According to Bernardin and Russell (1993), "performance" is a record of the results obtained from specific job functions or certain activities during a certain period. They emphasize that performance is a result of the contributions and work of employees in an organization. At the same time, it is possible to increase operational readiness and warfighter performance by using cognitive training to help service personnel with these essential daily abilities (Blacker et al., 2019). In addition, targeted training aims to have a direct impact on how quickly or thoroughly someone picks up knowledge or skills in a given specialized area (Brunyé et al., 2020).

Training in the Indonesian Army is defined as familiar activities or a refinement process for warfighter abilities or a unit by utilizing the exercise component for maintaining operational readiness to face challenges or threats from other parties or threaten the entirety of an opponent's region or our country (Putranto, 2019). In training for Indonesian Armed Forces implementation, there are some exercise components, such as programs, scripts, organizers, actors, SOPs for weapon system deployment, references, tools of instruction, facilities and infrastructure, evaluations, and

budgeting (Nurmantyo, 2017). Hence, It is vital to investigate why personality qualities should connect with soldier success, given most personality tests were not developed to predict performance in various aspects of military training (Bobdey et al., 2021).

According to Dwigusnapa et al. (2016), giving compensation has a significant impact on 11th Cavalry Battalion soldier performance. This study used the quantitative method, linear regression analysis, and random sampling.

Another finding concerning Army training is that method-shaped qualitative case studies state that necessity focus, dependable leadership, and carrying out the maximum need carried out by the builder exercise can prepare units to face tasks optimally (Aditya, 2018). Based on a study by Gunawan (2021), Indonesian Army training has a significant impact on army soldiers' professionalism. That method is quantitative with linear regression and random sampling. Sample amount determination using the Slovin method.

Training has a negative impact on fatigue but a positive impact on fitness (Busso et al., 1994). It is confirmed by research Mujika et al. (1995) that increased performance during the season is significantly correlated with the average training intensity. Training is a factor that affects performance. Previous research in the Indonesian Navy regarding "The Influence of Training and Work Discipline on the Performance of Soldiers of the Escort Corps of Koarmada II" also showed that the training variable partially affected performance. Analysis of multiple linear regression results shows that variable training has a positive mark coefficient regression, indicating that there is a positive connection in the same direction from variables (Suyadi et al., 2021). Based on this explanation, the hypothesis is composed.

(H1): Indonesian Army training has an effect on the performance of army soldiers.

Training programs that combine in-school vocational learning and on-site learning work at the company are viewed as a strong carrier for developing process skills (Poortman et al., 2014). Furthermore, McCarty & Skibniewski (2015) state that literature training and development for exploring practice on-site training work with positive and helpful realization results for participant training and implementing organization initiative training. It shows that one of the factors that influences professionalism is training. This also supported the findings of an earlier study in the Indonesian Navy unit titled "Influence Leadership Transformational and Training to Professionalism Soldier through Motivation Intervening Variables in Ranks Maritime Unit Jakarta Military," which discovered that training has an impact on professional soldiers (Siburian, 2020). As a result, research on the Indonesian Army Inter-Branch Training in 2021 finds that the training is significant and positive in terms of enhancing the professionalism of army soldiers (Gunawan, 2021). Based on theory and the above description, the writer composed Hypothesis below.

(H2): Indonesian Army training influences the professionalism of army soldiers.

Previous researchers revealed a significant influence between the performance of school principals as supervisors and teacher professionalism of 48.7%; the remaining 51.3% was influenced by other variables not examined (Hasrul et al., 2021). As a result, the authors developed the hypothesis:

(H3): The performance of Indonesian Army soldiers influences their professionalism.

According to an earlier study by Hasrul et al. (2021), there is a significant influence between the performance of the head school supervisor and teacher professionalism of 48.7%; the remaining 51.3% is influenced by other variables that have not been researched.

(H4): Indonesian Army training has an effect on the professionalism of Army soldiers through the performance of army soldiers.

Based on formula problems and studies library that has outlined Indonesian Army training on the Performance and Professionalism of Army soldiers, the mind frame is depicted as follows:

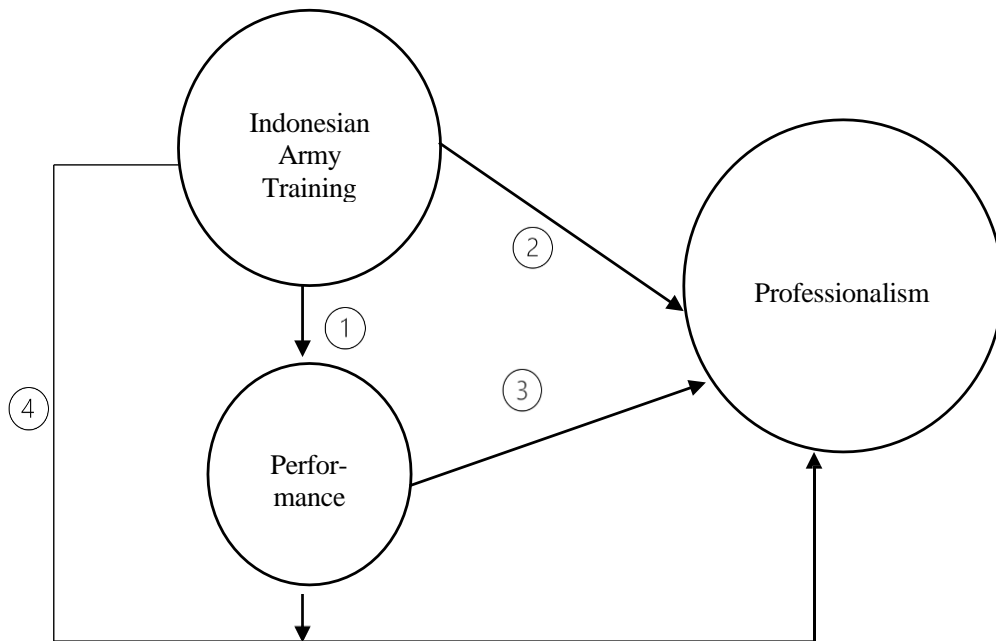


Figure 1. Research Framework

RESEARCH METHOD

This research is causal, as it aims to determine the effect of the independent variables on the dependent variable. Furthermore, the approach used is a quantitative research approach with structural equation modeling (SEM).

The total population that will be used as the research object in the Army's joint exercise is 1,240 people. The sampling technique uses probability sampling with the Slovin method, which is a sampling technique that can provide an overview of equal opportunities for each member of the population to be used as a sample (Sugiyono, 2014). Meanwhile, the type of sampling used is random sampling, in which sample members are chosen randomly without regard to their current level. It was chosen as one of the 303 Indonesian Army trainees who participated in the exercise in 2022.

The operational definition makes it possible for other researchers to replicate the measurement or modify the method of measuring constructs for the better (Wati, 2021). In this case, the operational definitions of the research variables are presented in the Table 1 below.

Table 1. Variable Operational Definition of The Effect of Indonesian Army Training on The Performance and Professionalism of Indonesian Army Soldiers

Variable	Variables Concept	Dimensions	Indicator	Source
Indonesian Army (X) training as an <i>independent variable</i>	Indonesian Army training is an activity that familiarizes or improves the capabilities of soldiers or units by utilizing training components to maintain operational readiness to face challenges or threats from enemies or opposing parties that threaten the integrity of a region or our country (Putranto, 2019).	Exercise Program	1. Guided by the policies of the Upper Command 2. description of the training program 3. Effective training time	Nurmantyo (2017)
		Practice script	1. In accordance with the training material 2. In accordance with the Technique of Organizing the Exercise 3. In accordance with the exercise carried out	
		Training organizer	1. Guided by the right coach. 2. Trainers work professionally 3. The coach motivates the doer 4. In accordance with the level of authority of the Indonesian Army	
		Practitioner	1. Active performer 2. Participants master the training material 3. Actors train according to their position	

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Variable	Variables Concept	Dimensions	Indicator	Source
		Alutsista deployment procedures	<ol style="list-style-type: none"> 1. Doing TFG (Tactical Floor Game) before moving 2. The number of Alutsista is appropriate 	
		Practice reference	<ol style="list-style-type: none"> 1. Based on practice references 2. Use reference latest 	
		Instruction tools	Using exercise controls	
		Training drills	<ol style="list-style-type: none"> 1. In accordance with the function of implementing the exercise 2. D can accommodate all the practices 3. S in accordance with the mechanics of exercise 	
		Exercise evaluation	<ol style="list-style-type: none"> 1. Apply the principle of evaluation 2. B Langko/ checklist for evaluation 3. Conducted training evaluation 	

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Variable	Variables Concept	Dimensions	Indicator	Source
		Training Budget	<ol style="list-style-type: none"> 1. The amount of the budget according to training needs 2. Budget received on time 	
Performance of Indonesian Army Soldiers as an <i>intervening variable</i> (Y)	Records of results obtained from specific job functions or specific activities over a specified period.	Quantity	<ol style="list-style-type: none"> 1. According to ability 2. In accordance with work standards 3. Performance has reached the target 	Bernadin and Russel (1993)
		Quality	<ol style="list-style-type: none"> 1. Calculative, careful, thorough 2. S in accordance with the job and task 3. Provide good quality work 	
		Timeliness	<ol style="list-style-type: none"> 1. Be punctual in participating in activities. 2. Solutions to finish on time 3. Don't procrastinate on work 4. Work according to procedures and schedules 	
		Cost-effectiveness	<ol style="list-style-type: none"> 1. Resources can support the task 2. Minimize losses 	

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Variable	Variables Concept	Dimensions	Indicator	Source
The Professionalism of Army Soldiers as <i>the dependent variable</i> (Z)	The "professional" parameters discussed are non-political or not involved in the area of civil politics, member welfare, and defense equipment needs are fulfilled through ideal military budget projections, as well as adequate expertise of all its members (Siregar, 2021)	Need for supervision	<ol style="list-style-type: none"> 1. Provide oversight and control 2. Give commands that are easy to understand 3. Reprimand if it doesn't match expectations. 4. Tasks without inherent supervision 	Huntington (1957)
		Interpersonal impact	<ol style="list-style-type: none"> 1. relationship with teammates 1 2. Responsible person 3. Collaborate with 1 team 	
		Expertise	<ol style="list-style-type: none"> 1. Mastering methods and technical knowledge 2. Work effectively with the group 3. Able to solve organizational problems 	
		Responsibility	<ol style="list-style-type: none"> 1. Responsibility towards yourself 2. Responsibility for social life 3. Responsibility to God 	
		Corporateness	<ol style="list-style-type: none"> 1. Obey the rules 2. Responsibility to organization 	

Table 1. Variable Operational Definition of The Effect of Indonesian Army Training on The Performance and Professionalism of Indonesian Army Soldiers

Variable	Variables Concept	Dimensions	Indicator	Source
			3. Willingness to cooperate 4. Interpersonal relationships 5. Work likeliness	

FINDINGS AND DISCUSSION

Findings

The whole sample is definitive members assigned to Kodam VI/Mulawarman, East Kalimantan. The models are soldiers, whether on unit combat or administration unit, involved in Battalion Combat Team 611, joining exercise Training 2022.

Table 2. Characteristics Respondents

Class	Amount	%
Officer	70	23%
NCO	92	30%
Enlisted	141	47%
Total	303	100%

Whereas for mark indicator from the results study is explained in the table as follows:

Table 3. Descriptive Statistics

Variables	Indicators	N	Unfavorable %	Favorable %
Training	Programs			
	X1.1	303	5,6	94.4
	X1.2	303	4,6	95.4
	Training Scripts (Exercise Technique)			
	X2.1	303	5,3	94.7
	X2.2	303	5,3	94.7
	Organizers			
	X3.1	303	4,3	95.7
	X3.2	303	4,3	95.7
	X3.3	303	5,6	94.4
	Trainees			
	X4.1	303	4,2	95.8
	X4.2	303	5	95
	X4.3	303	10	90

Variables	Indicators	N	Unfavorable %	Favorable %
	Weapon System Deployment Sops			
	X5.1	303	4	96
	X5.2	303	7,6	92.4
	References			
	X6.1	303	5	95
	X6.2	303	9,6	90.4
	Facilities And Infrastructures			
	X7.1	303	6	94
	X7.2	303	7,3	92.7
	X7.3	303	7	93
	Evaluation			
	X8.1	303	4,6	95.4
	X8.2	303	3,2	96.8
Performance	Quantity			
	Y1.1	303	9,3	90.7
	Y1.2	303	6,3	93.7
	Quality			
	Y2.1	303	7	93
	Y2.2	303	4,3	95.7
	Y2.3	303	2,3	97.7
	Timelines			
	Y3.1	303	3,2	96.8
	Y3.2	303	4	96
	Cost-Effectiveness			
	Y4.1	303	9,9	90,1
	Y4.2	303	4,6	95.4
	Need For Supervision			
	Y5.1	303	3,6	96.3
	Y5.2	303	4,3	95.7
	Y5.3	303	3,6	96.4
	Interpersonnal Impact			
	Y6.1	303	2,3	97.7
	Y6.2	303	3	97
Professionalism	Expertise			
	Z1.1	303	3,9	96.1
	Z1.2	303	3,6	96.4
	Responsibility			
	Z2.1	303	4	96
	Z2.2	303	4,6	95.4
	Z2.3	303	3,6	96.4
	Corporateness			
	Z3.1	303	3	97

Variables	Indicators	N	Unfavorable %	Favorable %
	Z3.2	303	2,3	97.7

Based on the validity test table, there are no indicators with a mark outer loading of 0.5. Therefore, there are no deleted indicators for each of the required dimensions. The hypothesis test is done using a P value with a level of significance of 0.05. As a result of this, measurements mark the meaning and relationship diagram of each variable.

Table 4. Hypothesis Test

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1 training -> performance	0.883	0.881	0.030	29,850	0.000
H2 training -> professionalism	-0.092	-0.082	0.116	0.793	0.214
H3 performance -> professionalism	0.960	0.947	0.107	8,988	0.000
H4 training -> performance -> professionalism	0.848	0.834	0.096	8,814	0.000

Based on the analysis of research data, it can be translated to equality as follows:

$$Y = 0.883X + 0.22 \dots (1)$$

$$Z = -0.092X + 0.960Y + 0.848XY + 0.226 \dots (2)$$

Where,

X = Indonesian Army training

Y = Performance

Z = Soldier Professionalism

Discussion

Indonesian Army Training Has An Effect On The Performance of Army Soldiers

According to the hierarchy theory of Abraham Maslow's needs (McLeod, 2007), training is needed to base the behavior of army soldiers. Training is also motivation for increasing performance to become better. It is also in line with theory training, according to Sunarto and Sahedy's own objectives of improving performance, maximizing expertise, reducing time learning, solving operational problems, and achieving academic promotions (Fauzi, 2018). Mujika et al. (1995) and Suyadi et al. (2021) are two studies that show that training improves performance. The more soldiers practice, the better their performance will be. This is evident in troops who frequently practice shooting; their shots are more accurate than soldiers who rarely practice. As a result, trained warriors perform better. Finally, training is an element that influences a person's performance when performing their job.

Indonesian Army Training Does Not Have An Effect On The Professionalism of Army Soldiers

Based on the motivation theory of Abraham Maslow, according to Noe (2017), effective training requires not only a good training program but also the readiness of the employees.

Although it may be one of the factors, Indonesian Army training has no effect on the professionalism of army soldiers. Motivation is one of the factors that influence professionalism (Siburian, 2020). Besides, according to Tilaar (2002), a professional carries out his job in accordance with the demands of their profession, or, in other words, has appropriate skills and attitudes for the demands of their profession (Munandar et al., 2020). However, results have so far contradicted studies (such as Poortman et al. (2014), Siburian (2020), and Gunawan (2021)) claiming that training has an impact on professionalism. Several phenomena occur in the field, including 10% of trainees not exercising in line with daily tasks, 7.6% of defense equipment being deployed in accordance with needs, and 9.6% of soldiers believing that given material is guided by the most recent. However, goals from exercise can be achieved better. Hence, it can be said that there are other factors that influence it. The troops' increased achievement was owing to their sincerity during training. During practice, they concentrate intently on their responsibilities and positions. However, these abilities are not always necessary for performing jobs in fixed postures. Soldiers who regularly participate in training will have better skills. However, because the training load is not in line with daily responsibilities, the soldier's training talents will not be utilized best when doing his daily duties. In short, training has no direct impact on a person's professionalism in the performance of their vocation.

The Performance of Indonesian Army Soldiers Influences Their Professionalism

According to Bernardin and Russell (1993), performance results from the contribution and work of employees in an organization. Next, according to (Huntington, 1957), an aspect of military professionalism is expertise. Therefore, it can be concluded that good performance will produce good expertise in their field and make soldiers more professional. Hasrul et al. (2021) conducted concurrent research with this result. In other words, the training's goal of increasing professionalism will not be met. Soldiers with good ethics and performance may execute their responsibilities appropriately. He can acquire a high level of professionalism if he pursues his field on a constant basis.

Indonesian Army Training Has An Effect On The Professionalism of Army Soldiers Through The Performance of Army Soldiers

According to Abraham Maslow in 1943, motivation relies on needs, and needs are gaps or experienced contradictions between reality and encouragement from personnel. Need that becomes the base behavior of employees (McLeod, 2007). A related study on this matter is Hasrul et al. (2021). However, not yet anyone using performance as mediation in influence between variables like study this. Illustration from the above statement showed the height answer respondents in matter expertise (96.4%) for solving something problem in a manner together, high sense of responsibility answer, especially to God Almighty (96.4%), and love to more units strong (97.7%). Soldiers who obtain training that is relevant to their everyday responsibilities and positions will perform better. As a result of their improved performance, they will be more professional at work. As a result of training, performance will improve, which will improve the overall quality of the task. As a result, training can be said to develop professionalism through improved performance.

CONCLUSIONS

The Indonesian Army's training influences performance, and its own performance influences the professionalism of army soldiers. However, training is not influential for professional army soldiers. Next, performance capability becomes the mediator for Indonesian army training in increasing the soldier's professionalism. With that, it can be concluded that training is important

for enhancing performance, which will increase professionalism. On the one hand, the more often a person gets training, the performance will increase. Through good performance and the knowledge gained from training is used in daily tasks, professionalism will also increase. Conversely, no matter how good the knowledge of training is, if it is not used in daily tasks, then that person will not master his field well. In other words, training will increase professionalism through performance.

LIMITATION & FURTHER RESEARCH

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from your research. Further research should suggest the number of gaps in our knowledge that follow from our findings or extend and further test the research.

Theoretically, establishing a study with mixed methodology is required to get more detail, executed in a way that is sustainable from an exercise basis, and necessary to form a team so that observation can be done comprehensively. Meanwhile, the practical implications of this research in terms of training are optimizing the roles of actors in training according to their actual positions in the unit, deploying the weapon systems by the required amount according to needs, and implementing massive socialization of the latest references to lower units. Meanwhile, in terms of performance, it is necessary to prepare SOPs for individual work according to their duties and responsibilities, and there is a need for detailed budgeting to properly support training.

These findings may be applicable to various scenarios and beneficial for decision-makers planning training, performance enhancement, and professionalism. The Indonesian Army and the Jakarta Muhammadiyah University of Technology provided funding for this project. Unless otherwise specified in other official paperwork, the authors' views, opinions, and results in this report should not be taken as official Ministry of Defense policies or decisions.

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