

MODEL FOR IMPLEMENTING SKILLS TRAINING FOR PRE-RETIREMENT MEMBERS OF THE METRO JAYA POLICE

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ABSTRACT

This study analyzes the skills training model for National Police members nearing retirement at Metro Jaya Police. The transition to retirement requires adequate skills preparation for smooth adaptation. Using qualitative methods, the study evaluates the training structure, curriculum, and implementation. Data was collected through interviews with trainees, instructors, and officials, as well as direct observations. The findings show that the training model includes various skill modules relevant to the needs of retiring police members. Strengths include material relevance and practical support, while challenges lie in adjusting the curriculum and methodology. The study recommends enhancing these aspects and adding market-oriented skills and psychological support to improve program effectiveness, contributing to a more optimal training model for retiring National Police members..

Keywords: *Skills Training, Members of the National Police, Retirement, Polda Metro Jaya*

INTRODUCTION

A more productive workforce is a workforce whose members have received training with the aim of improving their knowledge, abilities, attitudes, and behaviors. Staff members who invest in their professional development through training are better positioned to take on more responsible roles as the company grows. The ability to efficiently manage training is essential for organizations that want to get a lot of feedback. Employee skills can be a competitive advantage for companies, which is why this is important (Mustopa, Barjah, Ahsaina, & Rais, 2021).

Training activities are carried out through teaching, education and training activities that contain scientific materials. Proper human resource training can have a good effect on employees. Employees can develop themselves and be able to understand the ins and outs of work implementation more deeply, can understand the development of the organization, understand the goals that the organization wants to achieve, understand the need for cooperation in carrying out work, can easily understand the information conveyed by the organization, can understand what difficulties the organization faces, are able to establish relationships with the environment, are able to understand the policies and regulations that apply in organization, able to understand the systems and procedures used in running the organization. The task of the organization is to be able to understand and implement behaviors that support and are needed by the organization (Ratnasari & Ulfah, 2021).

Entering retirement age is a process of routine termination of the working period and the beginning to enter a period of rest because the active working period has ended. The retirement period is sometimes quite a worrying period because there is an inappropriate perception in interpreting the pension problem. The impact that often appears in retirement is as a result of a person's unpreparedness to face retirement, for example there are psychological disorders and unhealth in the form of anxiety, stress, and maybe even depression. Such conditions are usually also followed by changes, and physical deterioration in the form of the emergence of various disease disorders, including hypertension, diabetes, heart and others (Kadarisman, 2019).

The implementation of skills training for members of the National Police who are about to enter retirement is very crucial so that members of the National Police who are about to retire have high confidence in themselves so that they can survive in their lives in the future. So that with the implementation of this skills training, members of the National Police who will enter retirement have the ability and are ready when undergoing retirement. The expected output from the results of skills training for members of the National Police who will enter retirement is that participants understand the meaning and significance of retirement and also the various problems that will be faced so that both mentally and spiritually they are ready to undergo retirement while remaining productive, besides that participants can also find out various alternative options in the business sector that may be done and applied to fill the

retirement period to improve the economy and welfare, and participants can apply the knowledge from the results of skills training and debriefing that have been obtained.

Skills training activities for members of the National Police who are about to enter retirement are one of the flagship activity programs of the Metro Jaya Police, in this case the Human Resources Bureau of the Metro Jaya Police in providing services for members of the National Police who are about to enter retirement where this skill training activity has been included in the work plan program of the Metro Jaya Police Human

Resources Bureau and has received budget support from the government.

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Table 1.1
Forms of Skills Training Activities for Members of the National Police who will enter retirement in 2022 to 2023 at Polda Metro Jaya

No	Year	Material	Place	Implementation
1	2021	<ol style="list-style-type: none"> 1. Debriefing from the Motivator 2. Briefing on the rights of members of the National Police 3. ASABRI Exposure 4. Presentation from BTPN bank 5. Socialization from Mandiri Taspen bank 6. Socialization of the chicken soup business 7. Socialization of hydroponic business 8. Franchise socialization 	<ol style="list-style-type: none"> 1. Metro Jaya Police Meeting Hall 2. Police Ranks 	20 s.d. 21 July 2021
2	2022 Gel. 1	<ol style="list-style-type: none"> 1. ASABRI Exposure 2. Presentation from BTPN bank 3. Debriefing from the Motivator 4. Briefing on the rights of members of the National Police 5. Laundry business debriefing 6. Briefing on Barber shop business 7. Provision of slaughter chicken business 8. Provision of red ginger drink business 	<ol style="list-style-type: none"> 1. Metro Jaya Police Meeting Hall 2. Police Ranks 	12 s.d. 20 July 2022
	2022 Gel. 2	<ol style="list-style-type: none"> 1. ASABRI Exposure 2. Presentation from BTPN bank 3. Debriefing from the Motivator 4. Briefing on the rights of members of the National Police 5. Laundry business debriefing 6. Briefing on Barber shop business 7. Provision of slaughter chicken business 8. Provision of red ginger drink business 	<ol style="list-style-type: none"> 1. Metro Jaya Police Meeting Hall 2. Police Ranks 	28 s.d. 29 July 2022
3	2023	<ol style="list-style-type: none"> 1. Debriefing from the Motivator 2. Briefing on the rights of members of the National Police 3. ASABRI Exposure 4. Presentation from BTPN bank 5. Socialization from Mandiri Taspen bank 6. Socialization of online business ventures 7. Socialization of entrepreneurship from indogrosir 8. Socialization of TIKI entrepreneurship 9. Visit to Cilangkap Tourism Argo Park and Ciganjur Fish Seed Center 	<ol style="list-style-type: none"> 1. Metro Jaya Police Meeting Hall 2. Cilangkap tourist meter park 1. Ciganjur Fish Seed Center 	22 to 23 August 2023

Source: Human Resources Bureau of Polda Metro Jaya

Participants who take part in this skill training activity are members of the National Police who have 3-5 years left in their service

before retirement. The following is a list of participants who have participated in skills training activities from 2022 to 2023 at Polda Metro Jaya:

Table 1.2
Participants who have taken part in skills training for members of the National Police who will enter retirement at the Metro Jaya Police from 2021 to 2023

Number	Year	Number of Participants
1	2021	673
2	2022	673
3	2023	673

Source: Human Resources Bureau of Polda Metro Jaya

Based on the results of initial observations and interviews with the Staff of the Subbagkirdinlur Bagwatpers of the Human Resources Bureau of the Metro Jaya Police as the implementer, the implementation of the skills training carried out has not run optimally and there are still several problems related to skills training activities and debriefing for members of the National Police who will enter retirement at the Metro Jaya Police, namely, among others, the training programs offered are still top down, not based on the participant's wishes; Participants who take part in skills training and debriefing are appointed directly based on the age of 3-5 years before retirement through a warrant from the Regional Police Chief issued by the Regional Police Human Resources Bureau, not from the submission of the Kasatker; Not all participants are interested in the skills training activities offered; There has never been an evaluation of the success of skills training activities; There is no follow-up mentoring or consultant after the skills training and debriefing activities. So that from several existing facts, the skills training activities carried out seem as if they are only to fulfill the realization of the work program. Based on the initial observations and the results of the interview, the author is very interested in observing further and explaining the problem in this study with the title "Model for Implementing Skills Training for Police Members who will Enter Retirement at the Metro Jaya Police".

RESEARCH METHODS

The method chosen in this study is a case study method using a qualitative approach, research that uses methods, procedures, and procedures that involve more data and information from the respondents as subjects to reveal their reactions and feelings so that an overview of the matter being researched in its entirety can be obtained with the intention of knowing the description or factual picture. systematic, and accurate model for the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police.

Data Collection Techniques

1. Interview

The researcher chose the in-depth interview method, which has the goal of obtaining complete information based on arguments, actions and learning through experience. The selected informants are from several parties, including personnel serving in the Human Resources Bureau of the Metro Jaya Police as the implementer and person in charge of the skills training activity program and also representatives of members of the National Police as participants who have participated in skills training activities. So that they can explain the mechanism of implementing activities and are able to explain the conditions and information regarding the main problem of the research, namely the implementation of skills training activities for members of the National Police who will enter retirement at the Metro Jaya Police. The research informants who will be interviewed in this study are explained in the table below:

Table 3.1
List of Informants as Resource Persons in the Research

No.	Position	Sum	Information	
1.	Karo SDM Polda Metro Jaya	1 person	Person in charge of the skills training activity program	K1
2.	The SDM Polda Metro Jaya	1 person	The organizing committee that plans skills training activities	K2
3.	Head of Khirdinlur Subdivision Bagwatpers Ro HR Polda Metro Jaya	1 person	- The organizing committee that plans skills training activities - Preparation of reports on the results of the implementation of skills training activities	K3
4.	Representatives of participants from members of the National Police who participated in skills training activities	3 people	Providing information related to the implementation of skills training activities that have been participated in	- K4 - K5 - K6

2. Document Review

The method used by the author to obtain data directly and relevantly. This method is used to understand and review documents that are related to the research objectives that will be the subject of the study, so that the data obtained becomes more and more complete to support the success of the

research. When the interview method was ineffective, researchers turned to document review as a means of gathering information about previous events. Reviewing relevant documents can serve as a primary or additional method in qualitative research.

Table 3.2
Documents reviewed

No	Document	Information
1.	Regulation of the National Police of the Republic of Indonesia Number 1 of 2019 concerning the Administration of Termination of Service for Civil Servants in the National Police of the Republic of Indonesia	As the basis for the policy of implementing skills training for members of the National Police who are about to enter retirement
2.	National Police Regulation Number 14 of 2018 concerning the Organizational Structure and Work Procedures of the Regional Police	To find out the general structure of the Organizational Structure and the main tasks of the Metro Jaya Police and the existing work unit task force
3.	Work Plan of the Human Resources Bureau of the Metro Jaya Police	To find out comprehensively the duties and work plans of the Human Resources Bureau of the Metro Jaya Police
4.	Activity Plan of the Human Resources Bureau of the Metro Jaya Police	To get information related to the skills training program for members of the National Police who are about to enter retirement
5.	Operational Standards and Procedures for Skills Training Activities for Members of the National Police who will enter retirement at the Metro Jaya Police	To obtain information related to the flow process of implementing skills training activities for Members of the National Police who will enter retirement at the Metro Jaya Police
6.	Report on Skills Training Activities for Members of the National Police who will enter retirement at the Metro Jaya Police	To get an overview of how to implement skills training activities for Members of the National Police who will enter retirement at the Metro Jaya Police

Data Processing and Analysis Techniques

1. Data Reduction

Data reduction is eaten in compiling, determining the main data so that it becomes important which includes numbers, uppercase and lowercase letters. In this reduction, each analysis carried out will lead to the purpose and objectives that will later be realized. The data obtained will give researchers a clearer picture, making it easier to collect and find data in the future. The data that has been obtained are sorted to be adjusted to the formulation of the problem and the focus of the research. The focus of the research used for the model of training for members of the National Police who will enter retirement at the Metro Jaya Regional Police includes planning, implementation and evaluation. Reducing primary or primary data is by adding additional data that needs to be added so that the data summarized and collected is considered clear.

2. Data Presentation

In qualitative research, data counseling can be carried out in the form of simple and structured explanations. The data obtained during interviews

with informants at the Metro Jaya Police began to be presented in accordance with the formulation of the problem. The data needed at this stage is data on the implementation of training and skills for members of the National Police who will enter retirement at the Metro Jaya Regional Police and the model for the implementation of training and skills for National Police members who will enter retirement at the Metro Jaya Regional Police.

3. Conclusion

The conclusion in this study that will be given or conveyed by the researcher is a conclusion that is still provisional and can change if other facts are found in the field. The researcher gave several small conclusions before writing the final conclusion clearly. The data that has been presented and grouped to confirm the data obtained, then at this stage a conclusion is given at each point. This conclusion will later be used in pairing theory with results.

RESULTS AND DISCUSSION

Factors affecting the Implementation of Skills Training for members of the National Police

who will enter retirement at the Metro Jaya Police

In this study, it is related to the factors that affect the implementation of Skills Training for members of the National Police who will enter retirement at the Metro Jaya Police, including the following:

1. Leadership support

Leadership support is needed so that programs held within the scope of the organization can be implemented. The support of the leadership in this case is the Metro Jaya Police Chief. The implementation process of leadership support can be seen from elements related to orders to carry out skills training activities, budget planning, and playing an active role in each process of skills training activities. In carrying it out, leadership support is guided by regulations, both in terms of objectives, expectations, technical implementation, and outcomes resulting from the skills training activities.

In accordance with the Regulation of the National Police of the Republic of Indonesia Number 1 of 2019 concerning the Implementation of the Dismissal of Civil Servants, members of the National Police who will enter the dismissal period receive skills training to equip themselves with the knowledge and abilities that will be used. useful after their service ends. This means that every member of the National Police who enters 3 years before retirement is given the opportunity to participate in skills training activities as a form of preparation for entering retirement. The skills training activity in question provides the skills to be active in entrepreneurship after retirement.

In the context of skills training for members of the National Police who are about to enter retirement at the Metro Jaya Police, the Metro Jaya Police Chief as the highest leader in the Metro Jaya Police provides full support for the implementation of this skills training activity. This is evidenced by the inclusion of skills training activities in the annual work program and has been supported by a budget from the government.

The form of leadership support for the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police can be seen from the results of

an interview with the K1 Informant regarding the giving of orders for the implementation of activities and budgeting planning which conveyed that:

"The support of the leadership of an agency greatly determines the success of a training activity. Before entering the scope of the Metro Jaya Police, I will convey an overview of how the leadership of the National Police, in this case the National Police Chief, pays special attention to members of the National Police who will enter retirement by issuing Police Regulation Number 1 of 2019 concerning the Administration of Termination of Service for Civil Servants in the National Police of the Republic of Indonesia which regulates skills training activities for members of the National Police who will enter retirement. Then we at the Metro Jaya Regional Police guided the regulation and included it in the annual work program. The Metro Jaya Police Chief as the highest leader in the Metro Jaya Police gave directions to the ranks of the Metro Jaya Police Human Resources Bureau to carry out skills training activities for members of the National Police who are about to enter retirement".

A similar opinion was also conveyed by the K2 informant who said:

"All forms of activities carried out cannot run optimally if there is no support from the leadership of an organization. The support of this leadership, in addition to providing facilities, also has a function as a controller to ensure that activities run in accordance with the goals to be achieved, starting from planning to reporting. During my service at the Human Resources Bureau of the Metro Jaya Police as the organizer of skills training activities for members of the National Police who are about to enter retirement, I feel and experience that the top leadership of the Metro Jaya Police is very supportive and pays attention to this skill training activity and has even been supported by the budget from the government".

Clear evidence of leadership support through budget planning can be seen from the number of budgets and participant targets listed in the DIPA RKA-KL document of the Human Resources Bureau of the Metro Jaya Police as follows:

Year	Budget	Target Participants
2021	Rp. 639.350.000	763 People
2022	Rp. 639.350.000	763 People
2023	Rp. 639.350.000	763 People
2024	Rp. 639.350.000	763 People

Source: DIPA RKA-KL HR Bureau of Polda Metro Jaya HR in 2021 to 2024

The form of leadership support for the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police can be seen from the results of interviews with K5 Informants regarding playing an active role in the activity process which conveyed that:

"I as one of the participants in the skills training feel happy because the leadership has concern for members of the National Police who will enter retirement by holding skills training

activities and I see the support of the leadership is very visible because during the implementation of the activities the leaders were present to give a speech and provide motivation to remain enthusiastic in welcoming retirement and we as participants were also facilitated and felt appreciated because during the training everything has been prepared including accommodation and others. If there is no support from the leadership, surely the skills training activities cannot run optimally".



Figure 4.6

Deputy Chief of Police Metro Jaya gave directions to participants of Skills Training activities who will enter retirement

Source: Human Resources Bureau of Polda Metro Jaya

From the explanation and information of the informant above, the support of the leadership is one of the important parts needed in supporting the continuity of a skills training activity. In the skills training activity for members of the National Police who will enter retirement at the Metro Jaya Police, the support of the leadership, in this case the Metro Jaya Police Chief has shown its support. The form of leadership support is not just words or enthusiasm, but rather real implementation and responsibility for the success of training. Leaders who can create a supportive work environment, as well as ensure the right allocation of resources, make a significant contribution to the achievement of the goals of training activities so that the implementation of skills training activities can take place optimally.

2. Commitment of the organizer

In addition to the support of the leadership, the ranks of the Human Resources Bureau of the Metro Jaya Police and resource persons, must be committed to the continuity of skills training and be involved in the skills training process. After the Metro Jaya Police Chief gave directions to carry out skills training activities, the next step was

carried out by the ranks of the Metro Jaya Police Human Resources Bureau.

The components of the organizer's commitment to skills training activities for members of the National Police who will enter retirement include several aspects, namely the ability to translate a mandate or order, the commitment to guide a regulation, the commitment to formulate skills training activities, the commitment to carry out skills training activities, and the commitment to always evaluate skills training activities.

This commitment affects how each individual can carry out a task or work well in accordance with the predetermined goals, as explained by the K1 informant who said that:

"In working in any field, whether it is what we like or even what we don't like, we must still have a commitment to work well, where commitment is an absolute requirement that must be held by all members of the National Police in carrying out their duties".

The Human Resources Bureau of the Metro Jaya Police, which is mandated to carry out skills training activities for members of the National Police who are about to enter retirement, is

committed to providing the best, as conveyed by the K2 Informant as follows:

"As a form of our commitment after we received directions from the Human Resources

Officer to carry out skills training activities for members of the National Police who are about to enter retirement, we immediately followed up by holding a meeting with staff to discuss this".



Figure 4.7

Staff Meeting Documentation

Source: Human Resources Bureau of Polda Metro Jaya

The commitment from the HR Bureau of the Metro Jaya Police is indispensable in all stages of skills training for members of the National Police who are about to enter retirement so that the training objectives are achieved, as conveyed by the K4 Informant who said that:

"In my opinion, in the implementation of this skill training activity, the commitment of the organizers, in this case the HR Bureau, is very important, both from the planning stage to the implementation. However, in reality, in my experience, the commitment owned by the Human Resources Bureau is still not fully implemented seriously at every stage. For example, in the planning stage, if you want to commit to making this training useful and the goals achieved, yes, it must be adjusted to the needs of the participants so that it is not just carried out because so far it is still top down, all the materials provided have been determined by the committee and in determining the participants are also not based on proposals but appointed directly".

Other opinions that support the K4 informant's statement related to commitments that have not been carried out are those submitted by K5 informants as follows:

"In my opinion, the commitment from the organizers already exists but has not been fully implemented, this can be seen from the implementation of the activity where we after the implementation of the skills training activity were not given further guidance because the implementation time of the activity was only two days for us so that we needed further guidance".

Regarding the skills training program, it is still top down, so not all participants are interested in the skills training activities offered as conveyed by the K6 informant who said:

"In my opinion, the training here is carried out well, well, there are partners who participate and provide training, but the type of training is not adjusted to us participants. The HR Bureau immediately determines the type of training, for example, entrepreneurship, banking, and others so that not all participants are interested in the training offered because it is not in accordance with their wishes."

Regarding the determination of directly appointed trainees, it is also one of the causes of the suboptimal implementation of skills training as conveyed by the K5 informant who said:

"In my opinion, one of the problems in this skills training activity is in the process of determining participants, in my opinion, it is better if those who participate in the training activity are based on their own volition and not because of orders so that the training will be more efficient and the results are in accordance with the goals to be achieved. As of now, we are appointed based on the order of the Chief of Police issued by the Human Resources Bureau. Before there is a skill training activity, a circular should be made to record anyone who wants to participate in skill training by stating what the criteria are".

One of the challenges in realizing the commitment to carry out skills training activities is that there is no guidance on the stages of implementing skills training activities so that the

implementation is still limited to the fulfillment of the program. As conveyed by the K3 informant who said:

"What is our challenge or obstacle in implementing this skills training is because there is no guidance on the stages of implementing effective skills training that we can use as a guideline".

A similar opinion was also conveyed by a K2 informant who said that:

"Actually, one of the obstacles we face is when determining the skills training material that should be in accordance with the needs of the participants, but because there are many participants, yes, so we are the committee that determines directly what training materials will be given to the participants. In addition, the implementation of skills training activities for members of the National Police who will enter retirement at the Metro Jaya Regional Police which is carried out every year has never been evaluated on the success output of the training carried out, one of which is when asked what percentage of participants have started a business after participating in skills training activities, we do not have this data."

From some of the opinions of the research informants above related to the commitment of the organizers in the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, it can be concluded that the commitment of the HR Bureau of the Metro Jaya Police as the organizing committee is very decisive in the sustainability of the skills training activities, although in its implementation it has not been able to be carried out optimally.

1. Training materials

The determination of material that suits the needs of the training is very necessary to achieve the desired goals. Therefore, specifically in skill training activities for members of the National Police who will enter retirement at the Metro Jaya Police, it must also be adjusted to the needs of the trainees as conveyed by the K2 informant who said:

"In my opinion, one of the important factors that supports the success of the training activity is the training material that will be provided because if the material provided is not in accordance with the needs of the participants, the training activities will not provide benefits for the trainees themselves and finally the activities will be useless or less useful".

A similar opinion was also conveyed by the K5 informant who argued that:

"What also needs to be considered in determining skills training materials for members of the National Police who will enter retirement is by paying attention to the characteristic conditions of each region where participants live, which of course have different needs".

Another supportive opinion was also conveyed by the K4 informant who said that:

"The material provided to participants in the skills training activity should be adjusted to the interests or needs of each participant so that it is useful. However, in my experience, when participating in the activity, the material provided had been determined by the committee so we inevitably had to follow it even though I personally did not necessarily have it according to my wishes".

The determination of material that has not been based on the needs of the participants was also conveyed by the K6 informant who said that:

"We as skills training participants who were appointed to participate in skills training activities were given a lot of materials about entrepreneurship and investment, but the entrepreneurship that was tawawr was not in accordance with what I wanted, so personally for me it was not useful even though this activity was very good".

From the opinions of some of the informants above, it can be concluded that the determination of material that is tailored to the needs of the participants is an important part so that the skill training goal is achieved. In the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, the determination of material is still not based on the needs of the participants, so this causes the budget to be still not optimal.

2. Facilities and infrastructure

In carrying out activities or activities, the existence of facilities and infrastructure will certainly help the smoothness and efficiency of an activity. As conveyed by the K3 informant who said that:

"It is clear that adequate and sufficient facilities and infrastructure are needed and have an influence on an activity such as skills training activities for members of the National Police who will enter this retirement period".

As was also conveyed by the K4 informant who argued that "a training will run well if it is also supported by adequate facilities and infrastructure".

From the results of interviews with informants, information was obtained that the Metro Jaya Police did not have adequate facilities and infrastructure, especially regarding a special place

to hold skills training for members of the National Police who will enter retirement as conveyed by the K2 informant who said:

"In the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, we do not have a special place for training, so with these limitations we use the Metro Jaya Police hall and also zoom at the Police Stations for training activities so that indeed the activities are not optimal".

This opinion is also corroborated by the opinion of the K3 informant who said that "we at the Metro Jaya Police do not have a special place to carry out this skill training activity so we use a place that can be used for large classes such as the Mapolda hall".

From some of the opinions of the informant above, adequate facilities and infrastructure are very supportive in the process of implementing skills training. However, indeed, in the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, the organizers realize that indeed the implementation is not optimal, one of which is due to the limitation of facilities and infrastructure such as places to carry out skills training.

Model for Implementing Skills Training for National Police members who will enter retirement at Polda Metro Jaya

The Metro Jaya Police has not yet had a model for organizing skills training for members of the National Police who will enter retirement that can be used as a guide in the implementation of the skills training activities. So far, the formulation process has been limited to orders and based on the current budget work plan, so that the implementation is limited to the fulfillment of the planned program. This is as stated by the K1 informant who said that:

"Until now we do not have guidelines for the implementation of skills training activities for members of the National Police who are about to enter retirement, even though programmatically it is already in the RKKL of the Human Resources Bureau of the Metro Jaya Police".

Another opinion that supports the K1 informant's statement is as conveyed by the K2 informant who said that:

"Indeed, there is no standard special guidance guideline on how to organize skills training for members of the National Police who are entering retirement at the Metro Jaya Police. So far, we have only been guided by previous

activities. So that is indeed from year to year, yes, like that".

In line with what was conveyed by the K2 informant as stated by the K3 informant who conveyed the following:

"The skills training that we are doing is the same as it has been and similar to the previous year because it has been programmed, only the difference is probably related to the material provided. Indeed, for the guidelines and SOPs, we do not have what kind of implementation we have".

From the results of the document review in the form of a report on the results of activities, information was obtained related to the stages of implementing skills training activities for members of the National Police who will enter retirement at the Metro Jaya Police as follows:

1. Preparation

At this preparatory stage, it begins with making a warrant for the organizing committee of the activity, holding preparatory meetings, making a warrant for participants who will take part in skills training activities, coordinating with partners in the implementation of skills training to determine training materials, and coordinating with related parties (consumption, souvenirs, places to debrief, documentation, equipment) needed in the implementation of training activities Skills

2. Implementation

Pada tahap ini merupakan realisasi dari apa yang telah direncanakan untuk dilaksanakan. Pelatihan keterampilan yang dilaksanakan di Polda Metro Jaya dengan dua cara yaitu tatap muka secara langsung dan juga secara daring menggunakan zoom meeting mengingat pesertanya banyak dan tersebar di Polres-Polres jajaran.

3. Reporting

This reporting is a form of accountability that has carried out an activity to be reported to the leadership as the person in charge and decision-maker.

The absence of guidelines has an impact on the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police. This makes the success rate, implementation structure, effectiveness and impact of skills training difficult to measure. The existence of the model formulation provides an overview related to the structured implementation process and the desired success achievements.

This study offers the formulation of a model for the implementation of skills training for members of the National Police who will enter retirement considering a number of stages of Analysis, Design, Development, Implementation,

and Evaluation according to Reiser and Mollanda (1967). The ADDIE model is seen as relevant because it covers the whole component of the supporting factors of skills training. It relates to top management support factors, the commitment of specialists and generalists, technological advancements, organizational complexity and learning styles.

The use of the ADDIE model in the formulation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police is the right and strategic initiative to ensure their readiness and welfare after completing their service period. The ADDIE model, which consists of the stages of Analysis, Design, Development, Implementation, and Evaluation, offers a systematic and structured approach in designing relevant and effective training programs. Through this approach, the specific needs of members of the National Police who are about to enter retirement can be identified in depth, appropriate training materials can be developed, and training programs can be implemented in an efficient and effective manner. The ADDIE model approach in formulating skills training needs for members of the National Police who will enter retirement at the Metro Jaya Police involves a series of systematic and structured stages. The ADDIE model is very important in formulating the skills training needs needed by members of the National Police who are about to enter retirement because it provides a systematic and structured approach in the skills training development process. Here are some reasons why the ADDIE model is important in this context:

- a. The ADDIE model provides a systematic framework consisting of five interrelated and continuous stages: Analysis, Design, Development, Implementation, and Evaluation. This approach ensures that the entire training process is directed in an organized and efficient manner.
- b. The first stage in the ADDIE model is Analysis, where training needs are studied in depth. For members of the National Police who are about to

enter retirement, this means understanding the challenges faced after retirement, such as financial planning, stress management, or exploring a new career. This analysis helps formulate appropriate skill requirements. This allows the training developers to comprehensively understand the challenges and needs faced by members of the National Police who are about to enter retirement, including in terms of financial planning, stress management, and new career exploration.

- c. The Design stage in the ADDIE model allows the committee and training resource persons to design a program that is tailored to the needs that have been identified. This includes the selection of relevant training materials, the setting of appropriate teaching methods, and the development of supporting materials that support learning. This ensures that the skills training materials and teaching methods selected are relevant and effective in preparing members of the National Police who will enter retirement.

- d. After the design is created, the Development stage allows the training material to be created based on the design. This includes making presentations, reading materials, videos, or other training materials that are in accordance with the needs and preferences of members of the National Police who are about to retire. The development stage in the ADDIE model allows developers to create high-quality training materials, which are in accordance with pre-defined designs and needs.

- e. The ADDIE model ensures that training is delivered in a timely manner and in accordance with the established plan. This helps to maximize the effectiveness of training and ensures that participants can acquire the skills they need well before they retire.

- f. Evaluation Stage allows the committee and resource persons to assess the effectiveness of the training and identify areas that need improvement. This allows for an iterative process where the training program can be continuously improved according to feedback and evaluation results.



Figure 4.8

The Importance of the ADDIE Model Application in the formulation of skills training for members of the National Police who are about to retire

Source: Results of Research Data Analysis

The following is a model chart of the implementation of skills training for members of

the National Police who will enter retirement at the Metro Jaya Police offered by the researcher:

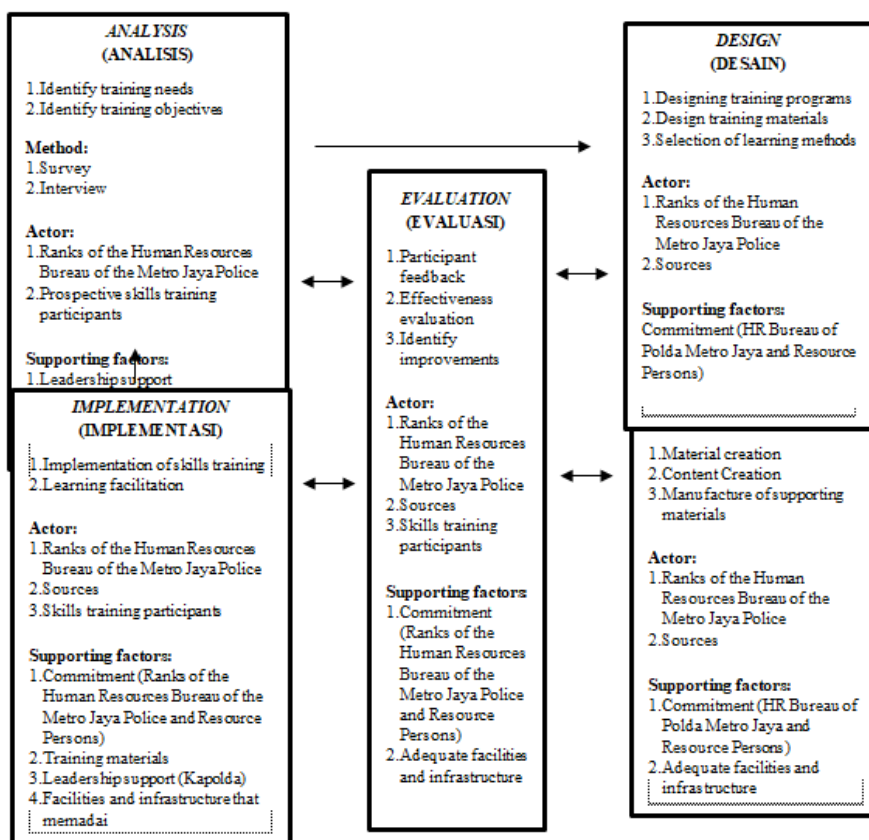


Figure 4.9

Model for providing skills training for members of the National Police who will enter retirement at the Metro Jaya Police

Source: Processed by researchers 2024

Based on figure 4.9 above, it can be explained in depth about the model of implementing skills training for members of the National Police who will enter retirement at the

Metro Jaya Police offered by the researcher by adopting the ADDIE model, which is as follows:

1. Analysis (Analisis)

In this analysis stage, there are several things that need to be of concern to the Human Resources

Bureau of the Metro Jaya Police as the person in charge of organizing skills training for members of the National Police who will enter retirement, including the following:

a. Identification of training needs, namely the Human Resources Bureau of the Metro Jaya Police conducts research and data collection to understand the challenges and needs faced by members of the National Police who will enter retirement at the Metro Jaya Police.

b. Identify the training objectives, namely the HR Bureau of the Metro Jaya Police, set long-term and short-term goals of skills training, such as helping members of the National Police who are about to enter retirement to plan their finances, manage stress, or explore new career options.

Mistakes that may often occur during the analysis stage of the need for skills training needed by members of the National Police who are about to enter retirement so that they can improve their welfare after retirement.

a. The information obtained does not cover all relevant aspects, such as financial aspects, mental health, or post-retirement career planning, the type of business development that is relevant.

b. The lack of involvement of members of the National Police who are about to retire or other stakeholders in the analysis process can result in a less accurate or relevant need.

c. The analysis fails to identify the skills training needs that are actually needed by members of the National Police who are about to enter retirement, such as financial skills, stress management, or career development.

d. The analysis focuses too much on one aspect of well-being, such as finances, and ignores other aspects such as mental health, social relationships, or the exploration of post-retirement interests.

Solutions that can be offered to resolve the error include:

a. Use various data collection methods such as surveys, interviews, or group focus to ensure the information obtained is representative and comprehensive enough.

b. Involve members of the National Police who are entering retirement, senior management, and financial experts or psychologists in the analysis process to ensure that the needs identified reflect their views and experiences.

c. Conduct re-examination and validation of identified needs by involving various relevant parties to ensure that the skills required are truly relevant and comprehensive.

d. Focusing on a holistic approach to well-being by paying attention to aspects such as finance, mental and physical health, social relationships, and the

exploration of post-retirement interests in the process of analysis and development of training programs.

In identifying the need for skills training for members of the National Police who will enter retirement, it can be done by conducting surveys or interviews with members who will enter retirement to get a direct view of what skills they need to improve their welfare after retirement.

The actors who play a role or are involved in the analysis process to find information about the need for skills training are:

a. Members of the National Police who are entering retirement: Provide first-hand insight into the challenges and skills they face and need after retirement.

b. The ranks of the Human Resources Bureau of the Metro Jaya Police: Provide insight into the organization's objectives and the specific needs that must be met by skills training for members of the National Police who are entering retirement and are responsible for managing the analysis of training needs, conducting research, and collecting the necessary data to formulate training needs.

This analysis stage is the initial stage that can determine the success or failure of the implementation of skills training for members of the National Police who will enter retirement. Therefore, in the process of analyzing the needs of skills training, it must be well prepared so that the role of leadership support, in this case the Metro Jaya Police Chief and also the commitment of the ranks of the Metro Jaya Police Human Resources Bureau as the person in charge of the activity, is very necessary in the analysis process.

2. Design

In this design stage, there are several things that need to be considered by the Human Resources Bureau of the Metro Jaya Police as the person in charge of organizing skills training for members of the National Police who are about to enter retirement and also resource persons who have been appointed to provide material on skills training activities, including:

a. Designing a training program: Based on the results of the needs analysis, then design a training program that includes modules on material that have been determined according to the needs of the skill trainees.

b. Selection of teaching methods: Choosing the right teaching methods to deliver training materials, such as live classes, online training, seminars, and practices.

c. Design of training materials: Design training materials that are relevant and in accordance with

the needs and level of understanding of skill trainees.

Mistakes that may occur during the skill training design stage for members of the National Police who are about to enter retirement include:

- a. The training design is not sufficiently adjusted to the specific needs and characteristics of members of the National Police who are about to enter retirement, such as their educational background, experience, or individual welfare needs.
- b. The training design failed to account for the diversity of participants, including differences in age, gender, cultural background, or level of physical and mental health.
- c. The training design is too rigid and does not provide enough flexibility to accommodate the different learning needs and preferences of the participants.
- d. Training fails to utilize technology effectively to improve accessibility, interactivity, and training efficiency.

Solutions that can be offered to resolve the error include:

- a. Conduct an in-depth analysis of the participants' profiles, including their backgrounds, needs, learning preferences, and the challenges they face, to design training accordingly.
- b. Tailor the training materials to the individual needs and characteristics of the participants, and include case examples or scenarios that are relevant to their experience.
- c. Ensure that the training design takes into account the diversity of participants by using inclusive language, providing a variety of material or activity options, and paying attention to the specific needs that may exist.
- d. Flexible training design allows participants to choose a learning path that suits their preferences and needs, such as choosing between classroom sessions, self-paced training, or online learning.
- e. Leverage technology such as online learning platforms, mobile apps, or virtual collaboration tools to improve interactivity, accessibility, and training efficiency.

The actors who play a role or are involved in both the program design process, learning methods, and the design of skills training materials are as follows:

- a. Resource persons are tasked with designing training programs based on the findings from the analysis stage, selecting appropriate teaching methods, and designing training materials that are relevant and effective and provide in-depth insight and knowledge about certain topics to be taught in the training.

- b. The ranks of the Human Resources Bureau of the Metro Jaya Police are tasked with providing input on the priorities and objectives of the training, as well as helping to adjust the training program to the needs.

3. Development

At this stage of development, there are several things that need to be considered by resource persons who have been appointed to provide material for skills training activities, including:

- a. Creation of training materials: Create training materials based on approved designs, including presentations, worksheets, and additional resources.
- b. Content development: Provides up-to-date information on financial planning, stress management, and post-retirement career opportunities.
- c. Creation of supporting materials: Creating supporting materials such as videos, articles, or case studies to strengthen participant understanding and engagement.

Mistakes that may occur during the skill training development stage for retired members of the National Police include:

- a. The training materials are not in accordance with the needs of the participants or are inadequate to achieve the set goals.
- b. The training material is not relevant or indirectly related to the needs and challenges faced by members of the National Police who are about to enter retirement.
- c. Participants are not actively involved in the training development process, thus reducing the effectiveness and acceptance of training.
- d. Time, budget, or personnel limitations may limit the ability to develop high-quality and effective training.

Solutions that can be offered to resolve the error include:

- a. Ensure that training materials are developed by experts with regard to the latest standards and guidelines in the relevant field.
- b. Conduct research and consultation with retiring members of the National Police to ensure that the training materials are truly relevant to their needs, challenges, and interests.
- c. Actively involve participants in the training development process through interviews, surveys, or discussion sessions to ensure that the training materials reflect their experiences and needs.
- d. Carry out careful planning to efficiently manage available resources, including appropriate allocation of time, budget, and personnel.

The actors who play or are actively involved in the development stage are as follows:

a. Resource persons are responsible for creating training materials based on approved designs, ensuring the quality and relevance of the materials, and providing the necessary supporting materials.

b. The Human Resources Bureau of the Metro Jaya Police assists in developing online training materials or other supporting technologies for distance training or blended training.

This development stage can run well if there is a commitment from the ranks of the Human Resources Bureau of the Metro Jaya Police as the person in charge of the activity and also resource persons who will make skills training materials, as well as facilities and infrastructure that can be used in the preparation of skills training materials.

4. Impelementation (Implementasi)

This implementation stage is the stage where everything that has been prepared or planned starting from the analysis stage to the development stage in the form of the preparation of skills training materials is applied. In the implementation stage, there are two parts contained in it, namely:

a. Implementation of training: Carry out training sessions in accordance with the schedule and plan that have been set, as well as ensure the active participation of participants.

b. Learning facilitation: Facilitate learning by using various teaching methods that have been chosen, such as lectures, group discussions, and simulations.

Mistakes that may occur during the implementation stages of skills training for members of the National Police who are about to enter retirement include:

a. Lack of preparation before the implementation of the training can lead to technical, logistical issues, or a lack of understanding of the training material.

b. Participants are not actively involved in the training sessions, either due to a lack of interest, motivation, or perception of the relevance of the material.

c. Delays or lack of proper timing can disrupt the training flow and reduce its effectiveness.

d. The use of teaching methods that are not in accordance with the needs and preferences of participants can reduce the effectiveness and acceptance of training.

Solutions that can be offered to resolve the error include:

a. Make thorough preparations before the implementation of skills training, including material preparation, venue arrangements, and technical testing to ensure a smooth running of skills training sessions.

b. Design interactive and participatory training sessions by encouraging discussions, case studies, role-playing or practical exercises to increase participant engagement.

c. Carefully set the training schedule and set a time limit for each part of the material to ensure all the material can be properly covered within the specified time.

d. Use a variety of teaching methods such as lectures, group discussions, simulations, or demonstrations to meet the diverse learning needs of participants.

e. Using technology that can help in the skill training process.

f. Conduct continuous evaluation during training sessions to ensure participant understanding and adjust approaches if needed.

The actors who play a role or are actively involved in the implementation stage are as follows:

a. Resource persons or Facilitators are responsible for delivering training materials to participants, facilitating discussions, and ensuring that the training runs smoothly.

b. The ranks of the HR Bureau of the Metro Jaya Police are responsible for managing the logistics of the training, such as schedules, locations, and attendance of participants.

c. Trainees are involved in the entire series of skills training activities

5. Evaluation (Evaluasi)

Evaluation is an important part that must be done in the implementation of every activity. Some things that need to be considered in the evaluation process of the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police include the following:

a. Effectiveness evaluation: Conduct an evaluation to assess the extent to which training objectives are being achieved and identify areas for improvement.

b. Participant feedback: Gathering feedback from participants on the usefulness and relevance of the training materials and their experiences during the training.

c. Identification of improvements: Identifying areas that need improvement from each stage of the training starting from needs analysis, program design, development in the creation of materials and implementation of their implementation which will later be used to consider further training or the provision of additional resources.

Some common mistakes that may occur during the skills training evaluation stage for

members of the National Police who are about to enter retirement include:

- a. Focus only on training outputs such as number of participants or attendance, without paying attention to the real impact of training on participants' well-being after retirement.
- b. Evaluation is too limited in scope and involves only one aspect of skills training, such as understanding the material, without considering behavioural change or improved well-being.
- c. The evaluation data is not complete or accurate enough, due to inadequate data collection methods or low participation levels of participants.
- d. The results of the evaluation are not followed by concrete actions to improve weaknesses or improve training in the future.

Solutions that can be offered to resolve the error include:

- a. Focus on evaluating skills training outcomes, such as skill improvement, behavior change, or improvement of participants' well-being after retirement.
- b. Use various evaluation methods such as questionnaires, interviews, observations, or case studies to gain a more comprehensive understanding of the impact of skills training.
- c. Actively involve participants in the evaluation process by asking for feedback and reflection on their experiences during skills training as well as their impact after retirement.
- d. Use the results of the evaluation to identify areas of improvement and develop concrete follow-up plans, such as follow-up training, refinement of training materials, or provision of additional resources.
- e. Conduct an evaluation at each stage of the implementation of skills training for members of the National Police who will enter retirement starting from the analysis stage to implementation.
- f. Conduct ongoing evaluations to monitor long-term changes in participants' well-being after retirement and ensure the effectiveness of skills training over a longer period of time.

The actors who play a role or are actively involved in the evaluation stage of the implementation of skills training for members of the National Police who will enter retirement are as follows:

- a. Trainees who provide feedback on the usefulness, relevance, and effectiveness of the training from their point of view as participants.
- b. The resource person provided feedback on the suitability of the training material with the purpose of the skills training carried out.
- c. The ranks of the Human Resources Bureau of the Metro Jaya Police who provide feedback on

changes in behavior or performance observed after the training, as well as provide views on the success of the overall training program for improvement for future activities.

This evaluation stage can run well if there is a commitment from the ranks of the Human Resources Bureau of the Metro Jaya Police as the person in charge of the activity and resource persons who provide skills training materials to find things that are considered lacking or not in accordance with the goals of skill training so that it can be input and improvement material for the future.

Through the implementation of the ADDIE (Analysis, Design, Development, Implementation, and Evaluation) model which has a systematic and structured framework and has a relationship between one stage and another that is inseparable into a unit, of course this will be a very effective guide for the implementation of skills training for members of the National Police who will enter retirement, so that the Metro Jaya Police does not only prepare its members to face the challenges after retirement, but also to provide them with the necessary skills and knowledge to achieve better well-being according to their needs. Thus, the ADDIE model plays an important role in supporting a smooth and successful transition for members of the National Police who are entering retirement, ensuring that they remain productive and contribute to society in retirement.

CONCLUSION

Based on the results of the research that has been explained in the previous chapter, conclusions can be drawn regarding the factors that affect the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Regional Police as well as the model for implementing skills training that can be applied.

Factors that affect the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police.

1. Leadership support

Leadership support is needed to support the smooth and successful running of a training activity. Broadly speaking, the support of the leadership in this case the Metro Jaya Police Chief in organizing skills training for members of the National Police who will enter retirement at the Metro Jaya Police already exists. The form of support can be seen from several things, including that this training activity has been included in the annual work program of the Metro Jaya Police Human Resources Bureau, has been given budget

support, and also in every implementation of activities present to provide direction and motivation to skills training participants.

2. Commitment of the organizer

Commitment from the organizers is an important part that must be owned so that the implementation of skills training can run well and the expected goals can be achieved. Based on the results of research and interviews with informants, information was obtained that in the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, the commitment from the organizer is still not fully owned, this is evident that in the planning process there has not been an in-depth analysis of the needs of the training and also in its implementation there has never been an evaluation of the success of the activities carried out.

3. Training materials

Training materials are one of the important parts so that in determining the material to be provided must be adjusted to the needs of the participants so that the material to be provided is really in accordance with the expectations of the participants so that it can be useful. In the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, the material provided has not been based on the needs of the participants so that not all participants are interested in the material provided.

4. Facilities and infrastructure

Adequate facilities and infrastructure are also important factors that can affect the continuity and success of skills training activities. Regarding the implementation of skills training for members of the National Police who are about to enter retirement at the Metro Jaya Police, the training facilities and infrastructure owned are still minimal, one of which is that there is no special place that can be used for skills training activities, so so far skill training has been carried out in the Police hall.

Based on the explanation above, the factors that cause the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Regional Police are that the commitment owned by the organizers is still minimal, the training materials have not been adjusted to the needs of the participants, and the facilities and infrastructure owned are still limited, such as special places for activities are still not available. Another factor that causes the implementation of skills training to be not optimal is because there is no model or guideline that can

be used as a guide in the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police.

The model for organizing skills training for members of the National Police who will enter retirement at the Metro Jaya Police is offered by the author.

Based on the results of identifying the factors that affect the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police, the author offers a model for the implementation of skills training that can be used as a guide in the implementation of skills training for members of the National Police who will enter retirement at the Metro Jaya Police through several stages, including the following:

- a) Analysis which is the initial stage at which all the necessary needs for skills training and skills training objectives are identified. Some of the ways that can be used to obtain information at this stage are by interviews, questionnaires and discussions with prospective participants and stakeholders.
- b) Design is the follow-up part after the analysis process, when all the needs and objectives of skill training have been obtained and known, then the activity program, teaching method, and training material design are designed.
- c) Development is the realization of the program design or activity curriculum that has previously been made in the form of training materials, content development, and the creation of supporting materials.
- d) Implementation is the implementation or implementation of all plans that have been prepared.
- e) Evaluation is a form of monitoring the implementation of activities starting from the process of analyzing the needs of skills training to the implementation of activities with the intention of finding out whether it has gone as planned, whether the goals of the skills training have been achieved, the extent to which the activities are useful, and to see the success of the skills training activities carried out.

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