

# Analysis Of The Role Of Balurjaltim In The Preparation Of Services And Pns Of The Navy Pre Pension

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**Abstract**—Based on previous research, it was found that several TNI soldiers and civil servants were not ready mentally and physically when they entered retirement. This study aims to analyze the role of Balurjaltim in preparing soldiers and civil servants of the Eastern Indonesian Navy who are entering pre-retirement and to find out what factors are supporting and inhibiting it. The type of research used is qualitative by analyzing the role of Balurjaltim using Ryaas Rasyid's role theory in preparing and implementing the activities of the two-wheeled automotive skills training program (bektram) in Surabaya. This study used data collection techniques in the form of interviews, observation, literature studies and documentation. From the results of the study, based on the theoretical dimensions of the four roles of Balurjaltim, it can be concluded that as a regulator where Balurjaltim as the executor of the Navy personnel maintenance service (Diswatpersal) plans the basic regulations for the Bektram program; the role of the dynamist, namely preparing for the implementation of the Bektram; role as a facilitator, namely providing facilities to betram participants while the program is running; and the role of the motivator, namely providing guidance and counseling to Betram participants. It can be concluded that in general the implementation has been carried out well but there are still a number of things that need to be improved, this can be seen from the role of Balurjaltim which cannot be separated from factors such as supporting factors, one of which is the two-wheeled automotive bektram adding a license certificate from BNSP, while the factor the obstacle is the insufficient time allotment for the announcement and implementation of the pektram. Furthermore, basic mechanical equipment for groups is lacking, and the motorcycle frame

model used during the learning process is an old motorbike. As a suggestion to be supported by basic mechanical equipment for individuals, to add the names of participants and to increase the implementation time considering that the number of interested parties tends to increase, the division of the Balurjal organization to be expanded into three regions such as the creation of Koarmada I, II and III in order to facilitate mobility, save on transportation and lastly so that Motorcycle models used for the learning process use the latest types of motorbikes supported by sophisticated technology to adapt to the times.

**Keywords**—Role, Balurjaltim, bektram, automotive, soldiers, civil servants, Navy.

## INTRODUCTION

Everyone has expertise in work according to ability and preferred field, both in the government environment as a servant of the state and the people of Anoraga (2006). One of the professions serving the state is the Indonesian National Armed Forces (TNI) which is the defense tool of the Unitary State of the Republic of Indonesia (NKRI) which has the task of implementing national defense policies to safeguard national sovereignty, maintain territorial integrity and protect national safety. Based on the national goals listed in the fourth paragraph of the opening of the 1945 Constitution, it states that the national goal is to protect the entire Indonesian nation and all of Indonesia's bloodshed, promote public welfare, educate the nation's life, and participate in carrying out world order based on freedom, eternal peace and social justice. . Therefore, to maintain and improve state security or national security, the TNI carries out its main tasks, both in the context of Military War Operations (OMP) and Military Operations Other Than War (OMSP). The Indonesian Navy (TNI AL), is part

of the TNI which plays an important and responsible role in defending the sovereign territory of the Unitary State of the Republic of Indonesia. Apart from defence, the Indonesian Navy also plays a role

important in maritime diplomacy and the power of national law enforcement at sea, so that the TNI AL is obliged to support efforts to realize stability and security at Indonesia's sea which will lead to the realization of Indonesia as a large maritime country and the world's maritime axis. Based on this role, being a TNI is a special pride because it works to serve the homeland and the nation, and provide benefits to those around it. Along with the development of the soldier's age, the older a person is, the more vulnerable their physical condition will be so that productivity for work will decrease, for example from the factor of physical fatigue. Entering old age also means entering retirement, which is a transition period from someone who was initially productive to become less productive. For someone who used to do work under the control of an organization or agency that is carried out in daily life, when they reach the retirement age limit, they can no longer work formally. Soldiers who do not have a good life plan can raise a level of anxiety and have an impact on the mentality of soldiers who are entering the retirement phase because they are related to finances or the economy, health and social status which are closely related to their environment. According to Kartono (2000) states that anxiety is a disturbance of feelings such as feelings of anxiety and worry about something that is unpleasant and unclear, where the disorder becomes a threat to one's life against the image of the future.

A previous study by Mardhiah Rubani (2018) which examined the psychological conditions of TNI-AD personnel facing retirement concluded that retirement decisions are more influenced by psychological factors than financial, which causes retirement planning to be a frightening experience for many people so that a person cannot take advantage of well prepared for retirement. The results of subsequent research findings show that TNI-AD Makorem 031/Wirabima Pekanbaru personnel are mostly ready to face retirement voluntarily because it is a period that needs to be experienced and accepted, but on the other hand there are also some personnel who experience conditions such as unpreparedness for changes in self-identity, changes good social relations with other people and family, as well as the spirit and goals of life that need to be improved. It can be seen that not a few TNI soldiers who are about to retire, experience anxiety and are not ready to face retirement due to worries about future conditions and a lack of preparation from a physical, mental and financial standpoint. This feeling of anxiety can certainly interfere with an individual's concentration at work and can make that person experience difficulties in interacting and socializing with their social environment. The hope is that before entering retirement, the task can go well with a good ending. However, if excessive anxiety occurs in individuals, it

will disrupt their work so that it can complicate their preparation and adjustment in entering retirement.

Based on the research above, it should also be emphasized that not all retirees will experience major life changes in the same way. Among them there are those who have prepared their preparations ahead of retirement, but there are also those who are not ready for retirement. According to Nawawi (2003) that a person usually experiences a decrease in morale when someone is approaching retirement. This is also a form of responsibility that needs to be carried out by agencies or companies to maintain the morale and morale of their employees, especially when employees experience anxiety in facing retirement. The essence of several previous studies can be said that there are still many TNI soldiers who are not ready to face retirement for various reasons they experience such as the unstable financial condition of their families, do not have the provisions to retire, whether someone still has debt dependents, children not yet working, still do not have a private house and others.

Furthermore, to anticipate anxiety and a decrease in morale for TNI AL soldiers who are about to retire, the TNI AL makes a policy according to the Regulation of the Chief of Naval Staff (KASAL) No. Perkasal/42/X/2021 dated 29 October 2021 regarding the organization and duties of the Navy Personnel Care Service in article 70 regarding the job description of Balurjaltim. The article reads that Balurjaltim is a technical implementing element of Diswapersal whose task is to carry out the distribution and provision of employment for Indonesian Navy personnel who will be or have been separated, covering personnel administration, skills training, placement in employment and settlements for the eastern region of the Indonesian Navy. It is hoped that the provision of knowledge and skills obtained through training held at Balurjaltim will be useful and able to prepare TNI AL soldiers who will enter retirement, so that when they return to society they can live independently by creating their own business opportunities which will later be useful for increasing welfare. family and benefit the surrounding environment. Balurjaltim, apart from preparing provisions for TNI AL soldiers who are about to retire, is also expected to make retirees useful and beneficial to the surrounding community. This is in accordance with what was conveyed by the Chief of Naval Staff (KSAL) Admiral TNI Yudho Margono who appealed to the ranks of TNI AL soldiers to prioritize the interests of the community, where the presence of the Navy is a partnership effort in raising the Indonesian Navy. (Tobing, Yohannes. iNews, 2022)

Based on the facts obtained in the field, the skills training program carried out by Balurjaltim from 2019 to 2022 has been going quite well but several obstacles were found. As an example, it is known that various types of programs that work with partners have a short implementation time, while quite a lot of material is prepared and requires a longer debriefing

time so that the material can be delivered optimally. In addition, based on the bektram recapitulation data report in Balurjaltim for the 2019 to 2022 Academic Year, there are several bektram programs whose enthusiasts exceed the participant quota but the number of seats and implementation time is limited, one of which is the two-wheeled automotive bektram. Therefore, based on the description above, the researcher wants to analyze more deeply the role of the Balurjaltim implementation unit in empowering Indonesian Navy soldiers who are about to retire as well as the supporting and inhibiting factors. The role of the Balurjaltim implementing unit is important and needs to be researched because it can be useful for implications and also for future Balurjaltim practitioners.

## RESEARCH METHOD

According to Sugiyono (2019), the notion of a qualitative research method is research conducted under natural conditions, directly to data sources and researchers are key instruments. The research used by researchers is qualitative research. The data collected is in the form of words or pictures, so don't put pressure on numbers. The purpose of qualitative research is to explain a phenomenon in depth by collecting data that is as deep as possible which shows the importance of the details of the data studied. The more detailed the data obtained, the better the quality of the research. Qualitative research emphasizes the depth of data obtained by researchers. In this study, researchers participate in the events or conditions being studied. Therefore, the results of this study require in-depth analysis from researchers. In general, qualitative research is carried out by means of interviews and observation methods.

This research will focus on the role of Balurjaltim in preparing and empowering TNI AL soldiers and civil servants who are about to retire so that it will reduce the level of anxiety for them. Starting from the types of programs that have been prepared by Balurjaltim so far, the targets given to the skills training program, the duration of time for implementing the two-wheeled automotive betram program, and what are the factors that support and hinder the process of preparing the bektram program, especially for two-wheeled automotive bektram to Indonesian Navy soldiers and civil servants who are about to retire. The hope is that the potentials that exist in them will still be used and they can continue to live a prosperous life in their retirement.

According to Moleong (2017) data analysis is the process of organizing and sorting data into patterns, categories and basic descriptive units so that themes can be found and working hypotheses can be formulated as suggested by the data. The data analysis technique used in this study is to use the data analysis model of Miles and Huberman. According to Miles and Huberman (2018) stated that activities in qualitative data analysis are carried out interactively and take place in full continuously until

complete, so that the data is saturated. In this analysis model consists of 4 main things, namely data collection, data condensation, data presentation and conclusion/verification. Where these activities are activities that are interrelated at the time before, during and after data collection in a parallel form to build general insight which is called analysis.

## RESULTS AND DISCUSSION

The researcher analyzed using Ryaas Rasyid's government role theory which has 4 theories, namely the role of regulator, dynamist, facilitator, and motivator.

### 1. *The Role of Balurjaltim in Preparing Pre-Retirement Soldiers & Civil Servants of the Indonesian Navy*

#### *a. Regulators*

In this study, researchers tried to find the relevance of the role of Balurjaltim with the theory of the role as a regulator. From the results of the research, the role of Balurjaltim in preparing soldiers and civil servants of the Indonesian Navy for retirement can be seen in terms of its main tasks, namely preparing a work program plan and budget based on the Diswapersal work program and budget and implementing the Bektram program. Even though Balurjaltim manages and carries out all activities, the Balurjaltim unit cannot function if it does not receive approval and instructions from Diswapersal through KASAL. In general, within the TNI AL body, the one who has the decision to issue regulations in the form of telegrams is KASAL on the basis of considerations and suggestions from the leadership of the organization (in this case Diswapersal) regarding matters related to their field of work. While Balurjaltim was formed by KASAL to carry out the duties and responsibilities of the Kadiswapersal as stipulated in the regulation of the Chief of Naval Staff number 42 of 2021 article 40. Based on this, it can be seen that KASAL has a role as a regulator, in accordance with the understanding of the role of a regulator by Ryaas Rasyid, a regulator plays a role in preparing directions to balance the implementation of development through the issuance of regulations. As a regulator, the government provides basic references to the community and balances them by accepting considerations and suggestions from their organizations. This is supported by Regulation of the Chief of Staff of the Navy number 42 of 2021 which is the basic direction and reference in which KASAL sends Diswapersal to facilitate and channel the provision of employment for Indonesian Navy personnel by making the Balurjaltim unit as executor. However, according to researchers the Balurjaltim unit also has a role as a regulator because KASAL cannot make regulations without consideration and advice from Balurjaltim and Diswapersal.

Considerations and suggestions came from the mechanism for proposing personnel who would take part in the Bektram, namely before reporting the request for the issuance of the Bektram telegram and according to the planning stage Balurjaltim carried out its role by conducting a survey of the location area

accompanied by the Pusdiklat to be addressed. Such as preparing an existing skills training program, reviewing locations, facilities and amenities to support the learning process both in theory in class and in practice in the field, this is done so that the expected output can be carried out properly until the completion of implementing the Bektram. Then make the rules while participating in the Bektram and what participants can get when participating in the Bektram. The regulation was not made in writing, but the regulation was an oral order from Kabalurjaltim which must be obeyed by all elements of the Bektram implementation. For example basic rules such as the implementation of class hours which are held at 07.00, coffee break at 10.00 to 10.30, breaks and lunch from 12.00 to 13.00 and continue lessons until 15.00, prohibition to smoke when participating in theoretical and practical lesson activities, mandatory rules use uniforms for daily official clothes that have been given by the committee.

#### **b. Dynamist**

Balurjaltim which has been running since 1975, every year the type of program implemented is different and not always the same because it adjusts to the needs in the field and the budget obtained. Such as the two-wheeled automotive bektram program which until 2022 has been implemented 22 times. However, so that in the future the bektram program can be more attractive to participants and help participants get good prospects in this field, Balurjaltim has made a big step, namely carrying out coordination with agencies, institutional bodies both inside and outside the Indonesian Navy to cooperate with the BNSP. As a participant or candidate who holds a competency certificate with a license from BNSP, you can get many benefits, such as providing evidence, whereby your abilities have been recognized by competent examiners, and this can be an added value in the eyes of the company. From this example, it can be said that Balurjaltim performs its role as a dynamist by mobilizing the participation of the instructor staff to encourage the Bektram participants to be more motivated by providing intensive and effective guidance and direction.

#### **c. Facilitator**

Balurjaltim's role as a facilitator is very important because apart from being engaged in funding, they also have to think about how they can optimize training activities and improve skills. Some of the things that Balurjaltim does are continuously preparing infrastructure such as mess halls properly. The Mess consists of 5 rooms that are quite large, used as a place to stay for Bektram participants who come from outside the city or outside Java. Bektram participants who plan to stay at the Bektram mess are welcome to bring their families but must obtain permits in accordance with Kabalurjaltim regulations so that they are monitored safely. Before the implementation of the two-wheeled automotive bektram was opened, the organizer of the two-wheeled automotive bektram, in this case Balurjaltim, came to the JSTC training center to conduct a survey accompanied by a JSTC officer to

re-ensure the condition of complete learning facilities such as classroom conditions, air conditioning, lighting, chairs, material for theory, models for practice, room for loading and unloading spare parts, parking area for participants' motorbikes, bathrooms, prayer room.

Then on the first day of the Bektram, the two-wheeled automotive Bektram participants are given ID cards and uniforms which are scheduled for use according to the day set by Balurjaltim officials. Furthermore, regarding the implementation of the two-wheeled Bektram at JSTC, every day the participants are accompanied by business coaches (student coaches) who aim to assist in supervising the learning process. Student Advisors (Binsis) and instructors will work together to prepare material and collect softcopies related to learning material both theoretical material, practice and even supervision during written and practical competency tests. The purpose of the business and instructors is always attached to the Bektram participants so that they know very well the developments or problems of each Bektram participant from the beginning to the end of the Bektram implementation.

#### **d. Motivator**

In the theory of the role as a motivator, one of the driving forces that is also an attraction for participating in bektram activities is providing motivation in the form of material on the procedures for establishing your own motorcycle repair shop. This is very important for those who are about to retire. Armed with theoretical and practical knowledge about two-wheeled automotive will encourage them to be more confident in their abilities. As well as there is an opportunity for participants to get connections to companies that need job vacancies, as what has been going on is in the implementation of two-wheeled automotive bektram, some days the JSTC training center brings in several technicians, for example from AHASS (Astra Honda Authorized Service Station) and MPM (Mitra Pinasthika Mustika). They came to provide motivation to the participants, namely sharing about the development of the two-wheeled automotive business world which is currently being updated and future wheeled automotive technology innovations both being developed by the domestic assembly industry and several foreign companies such as Japan which continue to produce models and specifications. increasingly sophisticated two-wheeled automotive. The purpose of holding additional hours of sharing from outsiders is to provide motivation to two-wheeled automotive bektram participants, especially those who are about to retire, so that they are enthusiastic about adding knowledge, both theory and practice, so that they are confident and able to live independently in society in the two-wheeled automotive sector. And for participants from the large Tantara family, they also have the provision to be skilled in honing two-wheeled automotive talents so that they will be more confident and optimistic about doing business or even establishing two-wheeled automotive jobs.

## 2. Supporting & Inhibiting Factors

From the results of the analysis and discussion, the researcher found two factors in the preparation for Bektram Balurjaltim activities:

### 1). *Supporting Factors in Activity Preparation*

a. Full support from the leadership (Kasal and Diswapersal) in the form of funds allocated for Balurjaltim betram activities and provision of mess rooms and uniforms for betram participants;

b. Support from related agencies and institutions, namely Balurjaltim's partners in the form of channeling personnel (in this case instructors) and the BNSP institution (National Professional Certification Agency) which took effect in 2021. Participants who take part in two-wheeled bektram receive two certificates and recommendations for distribution of manpower according to their fields such as AHASS (Astra Honda Authorized Service Station) and MPM (Mitra Pinasthika Mustika);

c. Readiness of human resources at UPT Balurjaltim in supporting and carrying out bektram activities which have been running routinely to realize good preparation of soldier personnel and civil servants of the Indonesian Navy so that they are more mature when entering retirement, such as planning the implementation of bektram to facilitating expert/teaching staff.

### 2). *Inhibiting Factors in Activity Preparation*

a. Not all bektram programs are facilitated, in some bektram programs such as two-wheeled automotive bektram, participants must prepare their own general mechanical equipment.

b. The time for announcing the information, starting from the request for the issuance of the Bektram telegram, proposing the names of potential participants to the telegram calling for personnel, was quite short so that information was obtained that many prospective participants were late in receiving the Bektram training information. With such a short timeline, there is also the possibility of being constrained by bureaucracy which is hampered so that information does not fully reach the work unit.

c. The time for carrying out the bektram training is short, from 2019 it lasted 30 days, then in 2020 it was reduced to 26 days, even from 2020 to 2021 the duration of the implementation was from 26 days accelerated to 21 days and in 2022 it lasted 20 days while the material prepared was available many so that the teacher must summarize the material that will be given to participants.

d. For the types of motorcycle models used, ranging from motorbikes that use carburetors to those that already use an injection system, they are as follows: 1) Honda Supra 100 cc carburetor in 2003; 2) Honda Supra 125 cc carburetor in 2008; 3) 2016 Honda Vario 125 cc; 4) Yamaha Mio carburetor in

2010; 5) Yamaha Jupiter MX in 2011; 6) Yamaha Vixion injection in 2012.

## CONCLUSION

The implementation of two-wheeled automotive bektram training has been carried out for a long time and is always there every year. According to Ryas Rasyid's role theory and based on the results of data analysis, the researchers concluded that Balurjaltim's role in preparing Indonesian Navy soldiers and civil servants had generally been well implemented but still needed to be improved. The following is an explanation of the conclusions as well as the supporting and inhibiting factors obtained from the results of the data analysis.

1. Based on the theoretical dimension, the conclusion from this research is that the role of Balurjaltim in preparing pre-retirement TNI Navy soldiers and civil servants has been carried out well, but after research it turns out that there are several things that make this bektram program that still need to be improved, such as when the information was announced from the start of the application issuance of bektram telegrams, proposing the names of prospective participants to telegrams calling personnel which were quite brief so that information was obtained that many prospective participants were late in receiving information on bektram training. With such a short timeline, there is also the possibility of being constrained by bureaucracy which is hampered so that information does not fully reach the work unit. Furthermore, the implementation time for bektram training is short, even from 2020 to 2021 the length of implementation is from 20 days accelerated to 15 days while there is a lot of material prepared so the instructor must summarize the material that will be given to participants, namely only basic material. Furthermore, from the explanation above after being analyzed with role theory according to Ryaas Rasyid, it can be concluded that Balurjaltim in preparing pre-retirement TNI Navy soldiers and civil servants performs the role of regulator, dynamicator, facilitator and motivator.

2. Supporting factors in the implementation of the two-wheeled automotive Bektram received financial support from the leadership for the implementation of this Bektram, support for uniforms to be used when participating in the Bektram activities and the provision of a mess for Bektram participants who do not have families in Sidoarjo and its surroundings. Furthermore, since the last two years the development has been getting better, namely by giving two certificates, one certificate from Balurjaltim and one certificate that is licensed directly from BNSP so that in fact this is actually a good opportunity for Balurjaltim to increase the attractiveness of its personnel so that more and more people take part in wheeled automotive bektram two. Then there are two AC class rooms which are sufficient to support the implementation of two-wheeled automotive practice. While the inhibiting factors are that not all bektram

programs are facilitated, in some bekrtram programs such as two-wheeled automotive bekrtram, participants must prepare their own general mechanical equipment, then the time for announcement of bekrtram information and the time for implementing bekrtram is lacking and the last is the motorcycle model used for bekrtram learning including old years, namely between 2003 and 2012.

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