

Developing Psychometric Property Measuring Equipment Readiness for Employees Retirement

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Abstract

Retirement is considered a worrying time, especially for employees who are not mentally prepared. This study aims to develop a retirement preparation scale based on a psychometric approach. The survey design used a correlation approach with the survey data collection method. Respondents are PT. Pembangunan Jawa Bali employees (N = 57). The retirement scale includes five aspects: physical, mental, financial, performance, and health assessment. The retirement readiness scale has 27 points. This study can be divided into two scenarios: Aikens V for Phase 1 tests and Properties for Phase 2 tests. The psychological analysis includes reliability of internal coherence (Alpha Cronach) and validity of constructs (convergence discriminant). Use the correlation between items to test the reliability of the measure. Use confirmatory factor analysis to test the effectiveness of the instrument. Analysis of the psychometric properties of the device that measures retirement readiness resulted in an Alpha reliability of 0.91. The result of this survey is a retirement motivation measure created using field data. The PT. Pembangunan Jawa Bali employee's retirement motivation measuring instrument consists of 17 items, 2 of which are unanswered questions and 15 of which are for measuring retirement motivation. Most PT. Pembangunan Jawa Bali employee retirement readiness scale findings can be transferred to other public companies.

Keywords

Readiness for retirement; employees; state-owned enterprises



I. Introduction

Retirement is a period that will be experienced by all employees (Myllyntausta et al., 2021; Vigtel, 2018; Willows & October, 2021). At this point, the employee experiences a change in life (Böckerman & Ilmakunnas, 2020). Changes that occur can affect an individual's self-image, skills, and quality of life (Hale et al., 2021). Activities that are usually preoccupied with routine work activities in the office have turned into household activities such as watching television or cleaning the house. All employees usually expect a happy retirement (Bauer & Eichenberger, 2021; Vigtel, 2018).

Retirement can be interpreted positively or negatively by someone (Böckerman & Ilmakunnas, 2020; Hale et al., 2021) those who interpret it positively believe that retirement can improve health, well-being, and mental health. A person's perception of retirement is negative, but facing retirement creates feelings of anxiety and unpreparedness. Retirement can also be interpreted as a time of fun (Abramowska-Kmon & Łątkowski, 2021). Retirement can also be interpreted as a time to have fun (Lusardi & Mitchell, 2017; Myllyntausta et al., 2021; Naruetharadhol et al., 2021; Vigtel, 2018; Willows & October, 2021). Retirement can allow a person to be creative (Böckerman & Ilmakunnas, 2020; Myllyntausta et al., 2021) and self-fulfilling. Retirement can be

challenging to energize and excite one's life. An employee who works for a PT. PJB feels comfortable and happy with his job because in general, he earns a level of income that exceeds that of a civil servant or an employee of a private company (Priyono Tjiptoherijanto, 2018). In addition, when they are still working they get a lot of benefits and facilities from the company. They feel comfortable and happy at work.

However, many PT. PJB employees have the opposite experience when they retire, and they live with dissatisfaction and anxiety when they retire (Abramowska-Kmon & Łatkowski, 2021; Ugwu et al., 2021). Most PT. PJB employees are not ready and tend to feel uncomfortable with their retirement, leaving them uneasy, worried, and confused (Ugwu et al., 2021). Anxiety arises because employees feel that they have lost their jobs (Muis et al., 2021). They are also confused as their income has fallen while they still have to pay for their children's education and other necessities. Retirement is often seen as an unpleasant reality, and some people are afraid when it comes. He was worried and unaware of the life waiting for him in the future.

Employees must be well prepared before they retire (Kossek et al., 2021). Some workers who are ready to retire feel calm and happy when they retire, while those who are not ready to retire tend to have various problems in their lives. Workers' retirement preparation can be interpreted as an effort by an individual to prepare for retirement at work (Yeung & Zhou, 2017). Most PT. PJB already has a pre-retirement program for workers who are approaching retirement age. The program takes the form of training to provide information on retirement referrals, financial planning strategies, activity plans, mental and mental state preparation, independence, entrepreneurship guidance, or other retirement-related activities increase. Retirement preparation programs are important for employees to have the right awareness and attitude towards retirement (Yeung & Zhou, 2017). Providing a retirement preparation program can also change attitudes and habits to make you more positive and support the transition process by preparing for retirement (Chan et al., 2021; Hurtado & Topa, 2019).

Preparing for retirement is also important for financial stability, security, security, and strengthening future management. Physical, cognitive, motivational, emotional, financial, and social retirement preparations can adapt a person to retirement. Retirement preparation aspects include Physical preparation; mental and emotional preparation; relationships with others; leisure activities; and retirement savings. Employee preparation for retirement is influenced by psychological factors such as awareness, attitude, emotional stability, clear retirement goals, and self-efficacy (Hirschi & Koen, 2021; Mooney et al., 2021). It is very important to do some research to understand how employees are preparing for retirement. Therefore, this study aims to develop a scale for measuring the readiness of PT. Pembangunan Jawa Bali (PT. PJB) employees in Surabaya. This is important because employee confidence and motivation are not ready for retirement. From a researcher's point of view, most of these issues are not widespread and do not focus on industries or organizations.

II. Research Method

This survey is a correlated quantitative survey. Data collection by questionnaire. Development of a measuring instrument for pension maturity in the form of a survey. This study consists of two scenarios: a Phase 1 (Aiken V) trial and a Phase 2 test with similar characteristics on a device that measures retirement readiness. Retirement readiness is operationally defined as a condition that indicates that an individual is ready to face the changes that occur at the time of retirement. In this study, retirement motivation was

measured using the Retirement Readiness Scale developed by Harper (2006). The retirement readiness scale consists of five aspects: physical health, mental health, finances, activities, and assessment.

The scale structure of this gauge is inspired by research by Amorim & Franç (2019) with several improvements and adjustments to each scale to suit the characteristics of PT. PJB's employee population. The pension reserve scale consists of 27 open-form questions with four options. All surveyed are employees working at PT. PJB. Respondents focused on employees aged 45 and over, who have worked for 10 years or more and retire in about 1-5 years, and employees who have undergone a retirement preparation program. These characteristics are provided by institutions and companies that are nearing retirement and have a retirement preparation program for employees to prepare, so each employee should be ready for retirement.

III. Result and Discussion

3.1 Descriptive data analysis

Before conducting the validity and reliability test, the researcher observed descriptive data on each dimension from all the respondent's data that had been collected. The results of the descriptive analysis show the scale of retirement readiness ranging from 3.75 to 4.75, which means that in this measuring instrument the respondents strongly agree. The standard deviation for the measuring instrument for retirement readiness is in the range of 0.434 to 0.830, which means that the deviation is not too far away, meaning that this measuring instrument is in a good category. The maximum and minimum scores on the retirement readiness scale range from 1 to 5 (20 items), 2 to 5 (3 items), and 4 to 5 (2 items). This means that most of the items can measure the actual conditions in the field.

3.2 Item analysis using Aiken's V

One of the main steps in scala validation is the calculation of content validity. The eligibility of an item is determined by the evaluation of the evaluator or expert judgment. A way to quantify the evaluator's judgment when evaluating an item is to use Aikens V to find out what the content validity index of the item is. Aiken's V is based on a panel of evaluators who rate n items. construct. Evaluators are 15 people selected according to specific criteria. That is, it has the professional abilities of psychologists with industry and organizational disciplines. The results of Aiken's V calculations for the retirement readiness scale are shown in Table 2.

Table 2. Results of Aiken's V analysis for the retirement readiness scale

No. Item	Aiken's V Score	Category	Description
Item_1	0.95	Hight	Used
Item_2	0.88	Hight	Used
Item_3	0.88	Hight	Used
Item_4	0.75	Moderate	Removed
Item_5	0.85	Hight	Used
Item_6	0.83	Hight	Used
Item_7	0.85	Hight	Used
Item_8	0.90	Hight	Used
Item_9	0.92	Hight	Used
Item_10	0.93	Hight	Used
Item_11	0.82	Hight	Used
Item_12	0.90	Hight	Used
Item_13	0.77	Moderate	Removed
Item_14	0.85	Hight	Used
Item_15	0.82	Hight	Used
Item_16	0.88	Hight	Used
Item_17	0.92	Hight	Used
Item_18	0.90	Hight	Used
Item_19	0.90	Hight	Used
Item_20	0.87	Hight	Used
Item_21	0.85	Hight	Used
Item_22	0.92	Hight	Used
Item_23	0.80	Hight	Used
Item_24	0.85	Hight	Used
Item_25	0.87	Hight	Used
Item_26	0.83	Hight	Used
Item_27	0.85	Hight	Used

3.3 Validity

A confirmed financial analyst (CFA) measurement was performed to determine the validity of the measuring instruments used in this study. CFA is part of Structural Equation Modeling (SEM) and helps test how well measured variables represent factors (constructions). CFA is also used to test measurement theory. It aims to establish a logical and systematic way to describe the structure in which measurable variables are represented in a model. CFA tests are performed using JAMOV software. The parameters used in this study to test the validity of measurements using CFA are the Comparative Fit Index (CFI) (> 0.9), the Tucker Lewis Index (TLI) (> 0.9), and the root means square of the approximation. Error (RMSEA) (<0.08) (Ghozali, 2017). Based on the results of the confirmatory factor analysis of the data analysis of the pension willingness composition,

the model is a model with appropriate values. This can be explained as follows: In the physical health dimension, there are no items to drop out, item 1 has an estimate of 0.506, item 2 has an estimate of 0.357, and item 3 has an estimate of 0.502. For each item, the CFI value is 1,000, the TLI value is 1.00, and the RMSEA value is 0.00. Each value indicates that the meter meets the specified requirements and is within limits or recommended parameters.

3.4 Reliability

The concept of reliability in the sense of the reliability of measurement results is closely related to sampling error. This refers to a discrepancy in measurement results when measurements are repeated for different groups of people (Kumar et al., 2021; Payaminia et al., 2021). Instrument reliability tests can be described as reliable if Cronbach's alpha value is above 0.7. Table 4 shows the results of reliability tests on equipment that measures retirement motivation.

After the first stage of the study was conducted on 27 items, she received in physical health dimension 0.795, mental health dimension 0.894, financial dimension 0.782, activity dimension 0.817, and evaluation dimension $\alpha = 0.726$. In the experimental process, we can explain that the measuring instrument is reliable, showing that the measurement result is reliable. In addition, the reliability test scored 0.795 on the physical health side, 0.862 on the mental health side, 0.756 on the financial dimension, 0.719 on the activity dimension, and 0.819 on the rating dimension. Therefore, Prodimensional Retirement Gauge test results show a high Cronbach reliability factor above 0.70. De Vaus (2002) shows that alpha reliability was considered sufficient when the coefficient reached at least 0.70. Reliability itself can be defined as reliability, stability, consistency, accuracy, and predictability (Kerlinger, 1995). These results show that the constructed instrument is very reliable and the measurement results are highly reliable.

Table 4. Retirement readiness scale reliability test

Dimension	Item-rest correlation	Cronbach's α Item dropped	α Cronbach's Coefficient of Reliability	Description
Physical health	0.540	0.917	0.795	No items removed
	0.469	0.919	0.795	
	0.721	0.911	0.795	
Emotional health	0.643	0.914	0.862	2 items are omitted
	0.705	0.912	0.862	
	0.643	0.914	0.862	
Finance	0.589	0.917	0.756	There are 3 items removed
	0.643	0.914	0.756	
	0.699	0.912	0.756	
Activity	0.666	0.913	0.719	There are 4 items removed
	0.617	0.915	0.719	
	0.504	0.918	0.719	
Evaluation	0.711	0.912	0.819	There are 3 items removed
	0.732	0.911	0.819	
	0.628	0.914	0.819	

3.5 Analysis of open questions

The results of the open question analysis are as follows: Trying an open question means finding the depth or breadth that the information provides meaningful input for the purpose. The open-form questions in this survey have four items that are used to dig deeper into employee retirement readiness and to obtain additional data on the importance of happy retirement for PT. PJB employees. This question is intended to determine if the respondent is ready to retire. (2) "What do you think is the definition of a happy retirement?" This question is intended to determine how well respondents understand happy retirement. (3) "What did you do to achieve a happy retirement?" This question aims to find ways for respondents to achieve a happy retirement for themselves. (4) "What kind of company support do you need to achieve a happy retirement?" This question asks what kind of support the respondents receive from the company to achieve a happy retirement. The purpose is to find out.

Table 5. Questions and respondent answers

Number	1. Are you ready to retire?	2. What do you think is the definition of a happy retirement?	3. What did you do to achieve a happy retirement?	4. What kind of business support do you need to achieve a happy retirement?
1	Yes	Let's get together with the family and enjoy old age without being obsessed anymore	Preparing for retirement by being entrepreneurship	Reward in the form of a letter of appreciation for work
2	Yes	Grateful to be able to complete the task well.	Never received disciplinary punishment	Provide supportive and comfortable work facilities
3	Already	No responsibility answer again	Grateful for the favors Life	Friendship, mutual say hello, family
4	Already	Harmonious family	Planning to build small shop at home	Get extra retirement
5	Already	If you can enjoy retirement with your beloved family with positive activities in the old days	Preparing a business that matches his expertise with a big family	Get old-age insurance and old-age benefits
6	Already	Free finance and better worship facilities	Making preparations	Get information regarding pension rights as clear as possible
7	Already	After completing the task, the needs of the outer (world) and inner (hereafter) have been fulfilled.	Prepare mentally for yourself and your family and activities that will be carried out after retirement.	In the current condition, the company does not support the impact of the collaboration of life insurance as a pension insurance manager

				company
8	Not yet	<ul style="list-style-type: none"> ○ Enjoy the rest of your life by getting closer to God ○ Running the rest of life with enough 	<ul style="list-style-type: none"> ○ Carry out orders and stay away from His prohibitions ○ Prepare opportunities that can meet the needs world and hereafter 	Life insurance is paid in full according to the initial calculation
9	Already	Healthy body and soul. Sources of funds for the necessities of life are sufficient. Still able to work and if possible can help the surrounding environment.	<ul style="list-style-type: none"> ○ Maintain mental and physical health. ○ Provide maximum education to children. ○ Saving and investing that provides income from now until retirement. ○ Maintain good relations with relatives and residents around as well as friends and companions. ○ Always add knowledge, including religious knowledge. 	<ul style="list-style-type: none"> ○ Provide facilities to maintain physical and mental health. ○ Opening employees' insight into managing finances well can be useful in supporting retirement. ○ Support employees in providing maximum education to their children. ○ Opening the insight of employees to always try to maintain good relations with family, relatives, and the surrounding environment. ○ Providing severance pay or good social security as provision retirement. ○ Bigger income ○ Training, seminars, preparing the right functional career path for employees so that employees are not

				surprised if entering retirement
10	Not yet	At the time of retirement, you can engage in activities that produce products of economic value and are not time-bound	Plan and prepare carefully	
11	Yes	Entering retirement age without disability, already preparing to retire without any debt	Boarding house investment	
12	Yes	Enjoy life and a new world with family	One of the investment houses, gold, and culinary business.	
13	Already	A happy retirement is physically and mentally healthy, a calm mind with good finances and having light activities but getting big income	Establishing relationships with parties who can synergize in realizing mutual desires and placing some funds to earn income	Support in the form of strategies to strengthen the relationship
14	Not yet, still focused on working according to the current role, duties, and responsibilities.	Retirement without having to think about things that will burden life, still enjoy and be happy even though you have stopped working.	God willing, we will prepare everything both mentally, spiritually, and with provisions for post-retirement life, so that post powers syndrome does not occur which might interfere with our health and even the sustainability of our lives.	<ul style="list-style-type: none"> ○ Provision for retirement that is sufficient following applicable regulations and provision of retirement readiness in advance according to interests, talents, and passions, so that if you still want to work and there are things you can do to fill your spare time it can be facilitated, perhaps in ○ Subsidiaries or Institutions or Agencies affiliated with

				PT.PJB that need our expertise, for example: given the opportunity to become an instructor or assessor, this is also under the provisions in the world of education that as a teacher /instructor /assessor can until the age of 60 years.
15	Already	Happy if you still given health and with family	Prepare yourself and good health	Provided good health facilities
16	Not yet	Doing activities as much as possible and seeing the child can be independent	Lots of prayers and activities according to hobbies	The company provides advances for retirement severance pay for employees who are about to retire from productive activities
17	Already	Mentally have prepared it financially and psychologically	Surrender to God, do something good for family, society and community	Equip both finance and knowledge for the continuation of life in retirement
18	Already	The work assignment period has been completed and you can enjoy it by preparing well and staying healthy	Prepare for retirement as well as possible and maintain a good lifestyle, eat and rest	Increase inadequate retirement benefits and severance pay because the demands of life are increasing so that the best support is needed from the company
19	Yes	Investing in the capital market	Keeping life social	Increase energy positive
20	Already	Enjoying life and making small business for busyness	Enjoying life	For a company, it's enough for me to just manage retirement severance
21	Already	Physically and spiritually healthy	Efforts to stay useful for others and pray	The pension benefits are sufficient for basic needs
22	Already	Retirement is called happy if the savings and	Get married on time, have 3 children enough,	Training in the right area of expertise or business/business

		business results are sufficient to support the necessities of life	1 wife is enough, maintain a good and healthy lifestyle, save and prepare for a business 10 years before retirement	(given 5 years before retirement)
23	Already	Can enjoy retirement in a healthy condition	Prepare for physical, psychological, and spiritual health	Training for retirement preparation with family
24	Already	Live calmly, comfortably, without the burden of work targets to be completed.	Our family is used to living simply and not having excessive worldly desires.	Improvement of health facilities
25	Until now not yet	<ul style="list-style-type: none"> ○ Can complete tasks well, healthy, and safe. ○ When entering retirement, children can be independent. ○ Try not to stress, be grateful for all the gifts given by God Almighty. 	Prepare conditions Children to independence	The company guides to enter retirement
26	Already	Enjoy retirement together family	Creating a business for a busy day	Establish good communication with the company
27	Not yet	Be healthy and keep working in a favorite business	Prepare yourself and add knowledge and skills	Training by the needs of employees
28	Yes	<ul style="list-style-type: none"> ○ Calm life, not burdened with company work. ○ Completing work according to responsibilities and time. 	<ul style="list-style-type: none"> ○ Educate children to be independent ○ Saving for needs in old age 	Adequate and easy health facilities
29	Already	Enjoy the fruits of labor while working	Prepare yourself mentally and financially	Opportunity to increase knowledge and skills to be

				applied in retirement does not have to earn an income but can provide a busy life
30	Not yet	Not worried about retirement, the most important thing is that the body remains healthy, has sufficient income, and has a good family.	No	Opportunity to earn additional income, and guarantees adequate health facilities
31	Already	Independent doesn't bother others, can carry out activities that he likes without health problems and financially	Maintain health, prepare mentally, and invest	Health facilities and sufficient severance pay
32	Already	A happy retirement is enjoying a beautiful and productive retirement	<ul style="list-style-type: none"> ○ Don't forget finances ○ Stay healthy ○ Find your destination ○ Help others ○ Keep in touch with friends and family ○ Communicate with your partner ○ Always be grateful for what you have 	<ul style="list-style-type: none"> ○ Providing health facilities to employees & their families borne by the company ○ Provide adequate retirement severance and retirement benefits
33	Already	Can enjoy in old-age	Saving non-medical facilities	Social security administrator
34	Not yet	Enjoy the time retirement	Preparation	Sharing knowledge
35	Not yet	Get together family	Gardening and managing family	Non
36	Already	Enjoy the old days happily	Prepare for the time retirement well	Cost coverage health
37	Already	Healthy and not think about the burden of money	Take care of your health and saving or financial business	Financial
38	Already	In retirement, you can live your life in peace.	Prepare to live your life pension.	The rights as an employee are fulfilled by the company

39	Already	It's time to stop working at the company	Accept the existing conditions and enjoy them because they are still in good health	Still able to make friends with those who have not retired
40	Already	Still given health by Allah SWT	Enjoy and be grateful for His blessings	Still able to make friends with those who have not retired
41	Already	Guaranteed life necessiti	Prepare yourself to face retirement	Retirement rights are fulfilled by the company
42	Yes	Keep doing activities	Gardening and raising livestock	None
43	Not yet	Enjoying the fruits of work	Looking for life new.	Sufficient finance
44	Not yet	There is a pension monthly	Keep working	Trying to retire monthly
45	Already	Don't think about the cost of living because there is already a pension, so you can enjoy your old age by getting closer to Allah SWT.	Prepare savings or investments.	Right to old-age security and old-age benefits by the agreement between the employee and the company
46	Already	Not much of a problem	Writing a book	Giving help when there are problems with retirement
47	Not yet	Retirement work in peace with the old age guarantee from the Company in the form of a pension that is sufficient to meet the needs of old age, the time available is used to focus on family and worship.	Keeping yourself and your family healthy. o Work as best as possible while still actively working according to company expectations o Start planning to make a new activity that is useful in the future with the hope that this activity will provide a little additional income and the main goal is that in old age there will still be activities that can maintain health.	Provide old-age benefits to retired employees by providing a decent retirement salary to meet their living needs in old age.
48	Yes	Stay active	Stay active and	Old age guarantee

			think positive	
49	Already	End of mass work	Prepare yourself with other activities	Providing business capital small
50	Already	A person who is no longer working because of his advanced age	Prepare to accept everything that happens	Funds to develop a small business
51	Not yet	Can get together with all the family	Saving	A retirement fund support
52	Already	If you have planned the finances	Be happy together with family, children, and grandchildren	Salary during retirement
53	Yes	Healthy and prosperous	Filling fun and worship activities	Following applicable company regulations
54	Already	Done in serving work in the government	Always take care of your health and time greater	Worshipping the Lord Allah SWT to seek severance pay
55	Not yet	Gather with all the family	Saving of money	Company pay attention to employees
56	Already	Can enjoy life even though it's not become employees	Positive thinking, we try there must be a way out.	In addition to financial support, debriefing is needed mentally.
57	Already	Stop thinking about other people and now is the time to act for yourself	Get closer to God the creator	Provide facilities as planned
Conslusi on	2 = Already 5 = Not yet	15 = Enjoy retirement 11 = Completing the task 7 = Focus on family 5 = Healthy	16 = Prepare for retirement 10 = Business/ investment 9 = Get closer to God	24 =severance pay, financial 6 = health insurance /facilities 6 = training 4= friendship

Note: N = Number of subject

Based on a sample analysis of four free-form questions, two free-form questions, item 2 and item 3, were taken and used to measure the amount of information that provided input for an individual's retirement preparation. I did. The two items used are: (1) "What do you think is the definition of a happy retirement?" (2) "What did you do to achieve happy retirement?"

From the results of the above respondents' answers, we can see that:

- forty-two personnel experience that they're equipped to retire and 15 different personnel aren't equipped.
- fifteen personnel experience that a satisfying retirement way that they could experience

their retirement well, eleven personnel experience that a satisfying retirement way that their responsibilities or paintings were completed, seven different personnel experience that retirement is satisfied whilst they could recognition on their family, five personnel experience that retirement is satisfied if bodily healthful and spiritual.

- sixteen personnel attain a satisfying retirement through making ready themselves, 10 personnel doing commercial enterprise or investing, and nine different personnel through getting toward Allah, 24 personnel want guide from the agency withinside the shape of severance pay or retirement salary, six personnel want fitness facilities, six personnel want training, and four personnel want appropriate relationships.

Based on the results of the above data analysis, it is necessary to prepare both physically and mentally so that employees can retire safely (EBRI, 2020; Mooney et al., 2021; Muis et al., 2021; Willows & October, 2021). PT. PJB employees need to be ready to face retirement and find retirement fun (Abramowska-Kmon & Łatkowski, 2021; Chan et al., 2021; Hale et al., 2021; Myllyntausta et al., 2021). That way, you don't have to feel anxious, worried, or confused. You don't have to worry about losing your job, having a low income, being afraid to meet other life needs, and not knowing what your future life will be. The fear of retirement is anxiety and the fear of facing uncertain and unpredictable situations (Abramowska-Kmon & Łatkowski, 2021; Harper, 2006; Ugwu et al., 2021). In addition, the condition of the pensioner who experiences various deteriorations or deteriorations of both biological and psychological function, changes in social status, loneliness, isolation, and no longer being cared for (Donovan & Blazer, 2020). If people do not work, they can lose their self-esteem and the approval of others (Abramowska-Kmon & Łatkowski, 2021; Amaheka & Christiana, 2019; Mooney et al., 2021; Oh, 2021). People who are not ready to give up their professional identity and are not ready to retire can be stressed (post-power syndrome) (Amaheka & Christiana, 2019). Post-power syndrome can affect anyone in high or low positions and any profession. Business leaders need to help employees prepare for retirement, especially mentally and socially (Chan et al., 2021; Ugwu et al., 2021). Managers need to know how ready their employees are to retire. The survey created a retirement preparation tool for PT.PJB employees in five dimensions: physical health, mental health, finances, activities, and assessment. The instrument consists of 15 closed questions and 2 open questions. After conducting tests and analyzing the results, the retirement preparation equipment has shown high validity and reliability. Therefore, this retirement savings tool can be used to achieve the above objectives. If an employee is known to be ready for retirement, management can prepare a reporting program or training and education that is specifically relevant to psychological, social and, in some cases, economic aspects.

3.6 Measuring tools recommendations

After the trial phase, 1 and phase 2 were carried out, a total of 17 items were obtained on the measuring instrument for retirement readiness for PT. PJB employees could be recommended as a new measuring instrument under the characteristics as shown in Table 6.

Table 6. Retirement readiness measurement tool

Dimensions	Items
Open Question	1. What do you think is the definition of a happy retirement?
	2. What are you doing for a happy retirement?
Retirement Readiness Questionnaire	1. I am careful about my physical health
	2. Eat enough
	3. During this period I maintain physical activity
	4. Avoid excessive fear and anxiety
	5. Avoid excessive stress
	6. Understand the meaning and purpose of life
	7. There are retirement and savings expenses to be paid in daily life
	8. I have enough money for health care
	9. There is enough money for nutritious food
	10. I remain physically independent
	11. I build new and meaningful relationships with others
	12. Add skills and knowledge
	13. Can respond to changes towards retirement
	14. Schedule free time
	15. Decide where to live when you retire

IV. Conclusion

Retirement is a time that all employees will experience. They hope that their retirement will be lived happily. Retirement can be challenging to energize and can excite a person for life. For PT. PJB employees who are not ready, especially psychologically and financially, retirement is considered a worrying period. They tend to view retirement as unpleasant which makes them anxious, worried, and confused. They consider retirement to be lived with a sense of unhappiness and discomfort. In facing retirement an employee must prepare himself well. Readiness for retirement is a condition when a person is ready to face any changes that occur in his life, especially when entering retirement.

The results of this study are especially useful for employees to understand employee readiness in facing retirement. After going through a series of studies, trials, data collection, analysis, and discussion, a measurement tool for retirement readiness was produced for PT. PJB employees. This measuring tool for retirement readiness fits the data in the field. Therefore, this measuring instrument can be used to measure the level of readiness of employees to enter retirement. In addition, the results of the measurement of retirement readiness can provide an overview and reference for company leaders in preparing a debriefing program for them so that they can prepare themselves optimally. For this reason, it is recommended that the results of this study can be applied to SOEs or identical industries and organizations. The results of this study can also be used as useful information for the development of psychology, especially Industrial and Organizational Psychology in understanding the psychological state of a person who will enter retirement. Although this measuring tool has been carefully compiled and tested, if it is applied to different organizational characteristics and subjects, the results may be different or less relevant, especially in industries and organizations with different cultures. For further researchers, they can research by increasing the number of subjects so that the results are more representative.

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