



THE IMPORTANCE OF EMPLOYEE PERFORMANCE OF CIVIL SERVANT IN NEAR-RETIREMENT PHASE AT PEMALANG RESIDENCE

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Abstract

Medical treatment and nutrition improvement may extend the life of human beings. This brings out a wider working opportunity to be productive. Therefore, ASN (Aparatur Sipil Negara) performance prior to near retirement should be better. Prior to retirement will always be a burden and it is not a productive moment. Knowing this phase deeply will lead to making a policy of retirement for ASN in dealing with their retirement. Their performance at this phase sometimes causes them to get less attention by superior or their peers; they think of ASN at this phase to be less productive and just waiting for the retirement to come. The aim of this research was to find a management model for the civil servant in approaching the retirement (near-retirement phase). The retirement period experienced by each person after the end of his/her working period is expected to be comfortable. The research utilizes a case study design with a qualitative approach. The interview was conducted in-depth (in-depth interview) in which the informants were the civil servants in the Regional Secretariat of Pemalang District. The data credibility was carried out by using data triangulation. The findings of this research indicated that the internal social relationship of male employees toward retirement was more active than female employees. Moreover, male employees cared more about health factors than female employees. Male employees took more time before retirement whereas female employees were more relaxed. In addition, they need social supports on the eve of retirements such as financial preparation, role adjustment, and retirement activities. Family and colleague's supports were the most important supports needed before retirement.

Keywords: Retirement, Near-retirement, Civil Servant, Employee Performance

I. INTRODUCTION

The near-retirement phase is the phase in which a person has begun to approach the retirement period between the ages of 45-50 years. In this period, an employee is aware that he/she will enter a new stage in his/her life, in which in this case, requires a situation to adapt to the new environment, emotional state, financial condition, income, expenditure and so forth (Atchley, 1983, p. 87).

Self-adjustment way, with the increasing age, related to the approaching period of retirement (5 years before retirement) is to prepare. Under conditions of a previous career change, a person starts planning new hobbies, recreation, more family time, and often they plan new careers. Internal

adjustment is generally diverse, hopeful, and happy, but it may be accompanied by the feelings of doubt and worry, as this is the most important transition they have faced since their adulthood (Atchley, 2000, p. 111).

Retirement is often regarded as a threat and an alarming time for some employees (Nuraini, 2013, p. 364). It is frequently perceived as a threat to a person's life in the future so that it can cause anxiety to people who live it. Anxiety is expected to disappear or decrease with social support and institutional support in addressing this issue so that the anxiety can be managed optimally (Setyaningsih & Mu'in, 2013, p. 119). Decreasing anxiety for this condition will help many employees, especially civil servants, to prepare themselves for a reasonable

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retirement so that they can work well at the end of their working period.

Kemenkes RI (2017, p. 4) made a report based on population projection estimated data that in 2017 there are 23.66 million elderly people in Indonesia (9.03%). The elderly population number is predicted in 2020 to be 27.08 million, in 2025 (33.69 million), in 2030 (40.95 million) and in 2035 (48.19 million). A large number of elderly populations of Indonesia in the future brings out both positive and negative impacts. The positive impact is the elderly people are healthy, active and productive. On the other hand, the large number of elderly people becomes a burden due to the elderly has health problems that result in increased health care costs, decreased income, increasing disability, lacking social and environmental support.

Around the world, the number of elderly people is estimated to be 500 million people with an average age of 60 years. This increasing number of elderly people will cause a fairly complex problem, both physical and psycho-social problems. Physical problems are associated with health benefits and increased absenteeism and psycho-social problems commonly occur in elderly people such as the feelings of loneliness, sadness, depression, and anxiety. Anxiety is one of the most common mental health problems (Tamher & Noorkasiani, 2009, p. 12). This problem is estimated to be a burden for the state and the burden for the employees in productive age and disrupt the organization activities (private or public).

The development in the fields of medicine, nutrition, exercise, and lifestyle increase the average of life expectancy. The term life expectancy describes the approximate number of years of a person's life who is born in a certain year. It illustrates that currently people live longer than before, and one of the problems faced with this condition is the problem of retirement, the increased cost of living, and especially medical care (King, 2014, p. 214). In Indonesia, life expectancy is used as a tool to evaluate government performance in improving the welfare of the population in general and improving health status in particular (Statistics Indonesia (BPS), 2016). From Statistics Indonesia (BPS), it states that the life expectancy of Indonesians in 2014 ranges from 66-70.

Retirement prosperity in some developed countries has been well managed. One of them is in the Netherlands in which it is realized in the form of allowances (pension) for the elderly people who have reached 65 years. The implementation of this allowance has no discrimination, meaning it does not distinguish between rich and poor people; all people get the same rights. However, the number of elderly people jumps to 30% of the population

of the Netherlands which causes a heavy burden for the state. Thus, the government finally increases the limits of the pension recipient from the age of 65 years to 67 years (Cikarang Pos, 2015). This phenomenon presents new socio-economic challenges, especially for elderly population which is associated with health care and social security and changes in age, maturity and the function and characteristic of the factors of sex, groups, socio-economic status, ethnic, culture, state territory, personality, occupation and health (McAdams, 2001, p. 441).

Meanwhile, in Indonesia, related to old age insurance, it is still a debate for employees who are not civil servants. The debate over the Regulation of Old Age Insurance (PP JHT) has not been completed until the change of the government administration (Pambagio, 2015). This condition is certainly a concern of the government to try to improve the pension policy. One of the government's efforts to improve the welfare of civil servants at the retirement period through the Ministry of Administrative Reform of the Bureaucracy (PAN-RB) is that they are planning to change the pension scheme for civil servants by 2018 (Afriyadi, 2018).

The retirement period relates to the middle adulthood (middle age), this period begins at the age of approximately 40 years to 60 or 65 years (King, 2014, p. 212). This age includes a balance between work and relationship responsibilities in the midst of physical and psychological changes that go hand in hand with the aging process (Lachman, 2004, p. 440). In retirement period, factors affecting the meaning of life, family philosophy, and self-acceptance, and social and environmental acceptance play an important role (Setyarini & Atamimi, 2011, p. 180). The influential environment not only comes from the social environment but also the working climate that has a real impact on employee job satisfaction (Diyanti, Hubeis, & Affandi, 2017, p. 371).

In private companies, retirement preparation programs that have been previously held are often inappropriate with the target and many are disappointed. It is because there are many training materials that are deemed to be lacking or even useless, especially since the material delivery is not appropriate and the topic only focuses on some aspects that are considered inappropriate to the expectation and not exactly in line with the needs of the people. Inappropriate aspects lead to decreased motivation. Motivation is directly related to the employee performance in work (Aftika, Munandar, & Syamsun, 2017, p. 220). Finally, the pension preparation program is quickly forgotten, and the target is not achieved. Employees who are preparing for retirement feel disappointed with the company and they feel treated like "leaving after having fun"

by the company.

The retirement issues in each region in Indonesia are different from one another, one of which is the retirement issue of Central Java Province. Based on the data of Central Java Province, the middle-aged people between 40-60 years old are quite a lot about 33% (Statistics Indonesia (BPS), 2016). In Pemalang District, the total number of male and female population is 1,296,272 people. From that number, the civil servants in Pemalang are 10,781 people which are living in fifty-two Regional Devices (Regional Personnel Board of Pemalang 2017). From the total number, the civil servants are in the middle adult group (40-60 years) that is as many as 8.445 people. The data shows that the retirement age is large enough and is a concern for the government in making a policy. The policy is expected to give the best decision for the employees in approaching retirement.

The existing research has focused on the discussion of preparation, retirement selection, and post-retirement programs (Duflo & Saez, 2000; Indrayani, 2013, p. 3; Safitri, 2013, p. 191).

The research on employee behavior in the near-retirement phase is conducted although it not only discusses retirement preparation but also career aspirations, opportunity perceptions, and retirement decisions which are influenced by the social context that is developing throughout the lifespan of the individuals (Gottfredson, 1996, p. 150).

The above problem raises the question: What is the management model of the employee performance of civil servant in the near-retirement phase? Rarely research proposed 7 phases of the retirement process which can be briefly explained by Figure 1 (Atchley, 2000, p. 111).

This study finds out a new model of employee behavior in dealing with retirement. The aim of this research was to find a management model for the civil servant in approaching the retirement (near-retirement phase) in Regional Secretariat of Pemalang District. This is expected to be useful in optimizing human resources and policies in the empowerment institutions of middle age and the elderly.

At the stage of the research, the near-retirement phenomenon is defined as the period approaching retirement and employees realize that they will retire. Described retirement as an end task to the formal work and a beginning to a new role in life. The role includes the hope and the next act and how to redefine themselves. Furthermore, retirement can be summed up as an end to a formal task to then approach the next task. The types of retirement and retirement period can be divided into 2 major parts, namely the voluntary retirement and the

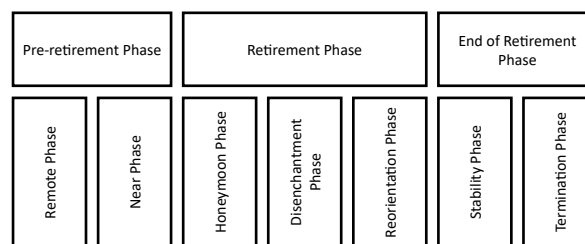


Figure 1. Phases of Retirement Process

compulsory/mandatory retirement. This research deals with (compulsory/mandatory retirement).

The phases are 1) Pre-retirement phase, 2) Retirement phase, and 3) End of retirement phase. These phases can be explained as the following:

1. The pre-retirement phase is divided into two parts: the remote phase and the near phase. Remote phase is still considered to be far away because this age is the period when the new employees get a job and this period ends until retirement comes. Retirement or often called the near-retirement phase is the time when someone approaches the retirement and realizes that he/she will retire. This phase is the focus of this research which is intended to better understand employee behavior in this phase.
2. Retirement Phase. This retirement period is divided into four major phases starting from the first phase, namely the honeymoon phase. Generally, this period occurs shortly after a person enters his/her retirement. The feeling that comes to someone entering this phase is a feeling of joy because they feel free from their work and routine. Generally, people start looking for other substitute activities such as developing a hobby. These activities depend on their health, finances, lifestyle, and family situations. The length of this phase depends on one's ability. People, who were active during their working period and had not-dependen-on-work lifestyles, are usually able to adapt and develop other fun activities. After this phase ends, the employees will enter the second phase namely the disenchantment phase. Middle-aged experience has several common themes involving advantages and disadvantages (Baltes, 1987, p. 480). The main task in describing middle-aged adults is to identify alternative pathways for health and welfare (Brim, Ryff, & Kessler, 1997, p. 340). The focus of this age is several interdependent developments and changes in key areas of life. The central issue of development and change centers on generativity (sharing without wanting rewards) and the concern of others

within the scope of work and family and in the context of changes related to physical aging and psychological resources. Middle-aged adults, associated with the welfare of others including children, parents, co-workers, other family members, and friends, have a lot to offer to the public. At the same time, they handle their own needs (Tett & Meyer, 2006, p. 112). In this phase, the retirees begin to feel depressed and empty. For some people, this phase raises the loss of power, dignity, status, income, coworkers, and certain rules. The retirees, in this phase, will enter the reorientation phase which is the phase of a person begins to develop a more realistic view of the life alternatives in which they begin to seek new activity. After approaching this phase, the retirees will enter the stability phase where they begin to develop a set of criteria on the selection of activities and they feel able to live peacefully with their own choice.

3. End of Retirement Phase. Typically, this phase is characterized by a disease that begins to undermine a person, an inability to take care of themselves, and a slump in finances. Everyone who works on government agencies and private institutions will quit someday. This work can be terminated due to the contract term that has been terminated, unilaterally dismissed or Termination of Work, and being terminated on employee's willingness or age. The elderly sometimes thinks or perceives the retirement as a threat to the fulfillment of their life and family (Pieter & Lubis, 2010, p. 360; Prihandhani, 2016). Based on the theory of self-withdrawal, it is explained that the poverty or decline in income experienced by the elderly and the decline in health status resulted in them self-withdraw from the association gradually (Maryam, Ekasari, Rosidawati, & Irwan, 2008). The inner conflict of the elderly is that they still want to keep working but the reality is different because of several things have changed as mentioned above.

Changes in employee motivation in achieving what they want are in accordance with the theory of hope. Employee motivation is the result of how far a person wants a reward (valence), the thought that the possibility of an effort will result in the expected performance (expectancy) and the belief that performance will result in reward (Instrumentality). In short, valence is the significance that individuals associate with their expected outcomes. This is the expected one and not an actual satisfaction in which an employee expects to receive something once

they reach their goal. The expectation is the belief that better efforts will result in better performance. The expectation is influenced by factors such as possession of appropriate skills for doing the job, the availability of appropriate resources, the availability of critical information and the support that is needed to complete the work.

This research comes up with Generativity Theory to explain the employee behavior in dealing with retirement.

Theories on middle adulthood: First, Erikson's Theory. According to Erikson's developmental theory, the main developmental task of middle age is achieving generativity (Erikson, 1982, p. 200). Generativity is a more mature and broader sense of care than intimacy because it has "generalized" (inheriting, decreasing or transferring values, norms, customs and rules from one generation to the next in a group or society) to another group, especially to the next generation. When intimacy involves an expectation of mutual relationships from partners, then generativity is different in which it is a behavior that does not expect a reward, such as the desire to care for and guide others. For example, a middle-aged person begins to ask the direction of their past dreams, what they have done, and whether their life is meaningful. Some people feel like they are failing and no longer have any hope in achieving their dreams at which time they seek to achieve their dreams in the periods they think they have missed in vain.

II. METHOD

The approach used in this research was qualitative research using case study research design. The aim of this case study was to explain the civil servants in approaching retirement and work satisfaction in near-retirement and find the motives underlying work-behavior in the near-retirement phase. The source of research data were civil servants who approached retirement in which the data sources were considered to provide complete and open information. Furthermore, the data collection technique was through interviews conducted in the office and during working hours, and on average it was carried out for one hour. The data analysis stage is transcribing raw and random data from the field. The data were then reduced (selected as necessary only) and grouped by themes. The second step was to read the entire data. Then, the researchers conducted data triangulation using passive observation (coming to the institution), in-depth interviews, and documentation (recording and photograph) for the same data source simultaneously. The next step was discussing the results of the research to get the response of others,

in addition to the researchers themselves. This process was conducted together with colleagues. The presentation of data is a set of research results arranged to draw conclusions and take the follow-up if necessary.

Table 1.
Research Question Guidance

Question Guide	Purpose
<ul style="list-style-type: none"> Age Occupation History of Work Preparation and readiness of retirement Attitude to the retirement phase 	<ul style="list-style-type: none"> Acknowledge of pension age More understanding psychologically by age <hr/> <ul style="list-style-type: none"> The mindset of the retirement phase Categorization of position level <hr/> <ul style="list-style-type: none"> Track of career records Work experience Years of work as ASN <hr/> <ul style="list-style-type: none"> Acknowledge of pension age More understanding psychologically by age <hr/> <ul style="list-style-type: none"> The mindset of the retirement phase Categorization of position level <hr/> <ul style="list-style-type: none"> Preparation this day The on-going process of Retirement Preparation Expectations and conditions of satisfaction today <hr/> <ul style="list-style-type: none"> The current behavior in work Current performance behavior Expected conditions after retirement

Source: Interview Data (2018)

The source of data consists of 6 (six) ASN who are near retirement phase, they are 3 (three) males with Pembina Utama Muda grade, 2 (two) males ASN with Penata Muda grade and one female ASN with Pembina grade. The age of data sources of 56 to 59 years is the near-retirement phase. They have worked for 31-40 years, this describes that the source of data has many work experiences, thus they have knowledge (capability) to answer the research questions and to give valid information. Their education level is at least SMA (High School)

to master's degree. ASN with Pembina Utama Muda grade held master's degree, this informs that to have a high level of career (occupation), ASN should hold a high level of education as well.

III. RESULTS AND DISCUSSION

A. Retirement Planning

The description based on the age of civil servants working in the regional secretariat of Pemalang District Government was at most aged 40-49 or as many as 47.9% and aged 50-60 were as many as 32.2%, which meant that they were approaching the age group of near-retirement. There are various characteristics in middle-aged employees, in which middle-aged period can be interpreted as the emergence of emotional pressure. Calhoun & Acocella (1990, p. 113) had found that this period of adult age is a time when people are satisfied with their success. To others, this period is precisely the beginning of a setback. According to Erikson (1982, p. 210), in this period, individuals have personal wisdom and self-absorption. Description of respondents based on the gender of civil servants working in the regional secretariat of Pemalang District showed that there were more males, equals 62.5%. In conclusion, due to the greater number of men, the work behavior is dominated by the nature of men. Pease & Pease (2001) mentioned that men and women understand the world through different views. Men see things and relationships with each other in the sense of space as if laying the pieces of a puzzle and uniting them into a whole picture. Meanwhile, women literally view the world as a bigger, wider picture and see fine details. It illustrates that men and women are different in looking at work, but they can work together.

Retirement problems are divided into retirement planning, social relations preparation, physical preparation, health preparation, and psychological preparation. Preparation at retirement is differentiated into the preparation of male and female civil servants. Retirement planning in the economic field consists of not having any business, planning, starting already, and running an interview results show that every key informant to prepare for near-retirement related to their income (financial economic concerns) for after retirement. There are some stages for retirement preparation. These stages include before, during, and after the retirement process. The interview results are as described on Table 2.

The data as on Table 2 indicate that economically, the preparation can be analyzed as follows: three of respondents (TS, MGN, and US) stated that they did not have a financial plan

Table 2.

Key Informant	Don't have a retirement plan	Have a retirement plan	Begin to make a retirement plan	Have implemented a retirement plan
TS	✓	✗	✗	✗
MGN	✓	✗	✗	✗
US	✓	✗	✗	✗
DB	✗	✗	✓	✗
AP	✗	✗	✓	✗
RJ	✗	✗	✗	✓

Source: Empirical data (2018)

for income after retirement. One respondent (DB) stated that he has just begun his business as the preparation for his retirement, whereas two persons (RJ and AP) have implemented their plans by running their shop. They run their business with their wives and family. TS stated shortly that he did not make any preparation for living after his retirement. Interview transcript is below, has been done in Pemalang on 5 November 2017:

- VT : What is your plan for retirement?
 TS : I don't have any plan.
 VT : What do you think of retirement funds is enough for a living?
 TS : I want to be free, I don't know, not yet, don't know about my future, what I want, my plan for retirement (laughing). I can't think about it right now.
 VT : Are you ready for retirement?
 TS : Yes, I am.

TS in the next two years is going to retire, he did not have any plan for activities for retirement. TS planned to live freely and did not think about financial for a living. He said he is ready for retirement in a doubtful tone. He expressed it like that many times, repeatedly. According to the researcher, TS has an introverted character, as indicated by his short answers, and did not want to tell about his conditions. MGN and US are the two other key informants who said that they did not have a specific plan (financial plan) for retirement, below is their expression about this:

- MGN: hmmm... I am not ready yet for retirement, but I must be. However, I must retire, no choices. Retirement must happen at its time. Devoted.
 US : Next two years I am going to retire, two years go by, even though I am not ready yet for retirement.

There are, in fact, many ASNs who are not ready for retirement. They do not have any plan for their retirement even though retirement-date is so close. The source of data, named DS, has started his business "tauco" and it is running well. He may benefit from his business financially and he still has activities after retirement. This is uncovered as below:

- DS : Yes, I have started my business, "tauco" this is my preparation for my future retirement... it'll become my activity after retirement.

The key informant DS runs ingredient business, RJ and AP run snack and clothes businesses.

The discussion begins with male employees who are more independent in preparing the financial field because it is based on the responsibility as they are the head of the family. Social planning is divided into two, namely internal work consisting of internal social relationships in the office and external social relationships outside the office. Men internal social relationships in approaching retirement are getting more active because they will leave something valuable as Erick Erickson's theory suggests in Zulkifli (2009, p. 360) which states that at the age of 40-65 years, appears generativity versus stagnation. Generativity is the most important thing in building and guiding the next generation. Usually, someone has achieved this phase through the stage of raising their own children. However, this stage crisis can also be successfully passed through several other forms of productivity and creativity, such as teaching. During this stage, one must continue to grow. If a person is incapable of undergoing this phase or is unwilling to assume this responsibility, then they will become stagnant or selfish. This phase is shown by the civil servants in providing the best example for younger members of the organization.

The relationship of social interaction beyond the work is the preparation for social relationships that can be accepted by the social environment outside of work, for example, prayer with the neighbors, social gathering, meet with the people, hang out with friends who have the same hobby.

Currently, old age is considered as a period of decline, a period of a common human and social weakness. This consideration does not take into account that the elderly group is not a homogeneous group because old age is experienced in different ways. In this phase, male employees are more concerned to maintain their personal health. They also do sports with others in which they will get a new group according to their passion, for example: cycling, healthy walking, and gymnastics. Psychological preparation is also needed to be ready to approach post-retirement stress and manage emotions. A utilization of leisure time with activities in filling the days of retirement is necessary because this condition will not cause too much stress. Their unpreparedness is manifested by the emergence of anxiety, worry, and fear of thinking about the days after retirement. Their unpreparedness is influenced by various things, such as: the unfinished economic condition, the feeling of not ready to approach the retirement, the feeling of healthy and able to work, and the decrease of income after retirement even when he/she is the only head of the family in earning a living for the family and his wife that does not work. Female civil servants, in their financial preparation, are more dependent on the proceeds of savings and depend on their husbands or children who are considered as self-reliant. In external social terms, they are just like male civil servants who want a group. In addition, internal social terms, female civil servants are more passive whereas their external social relations are similar to those of male civil servants who want the same group in their interests and activities. In addition to internal and external social, in psychological problems, female employees are sincerer. They think that retirement is a common occurrence and must happen. This condition may occur because women usually do not become the head of the family. A summary of the empirical results can be seen in Figures 2 and 3 which are sourced from the following empirical data

The ASN males' point of view economic issues at retirement is mentioned as being self-reliant, Independent. It is being independent of others. They do not want to depend financially on anyone after retirement. They want to do meaningful activities to still earn income for their families. Their activities are done by starting entrepreneurship, even if it is just started, it has been running well. The female ASN, on the other hand, when the retirement comes, they want to be dependent on their family. They

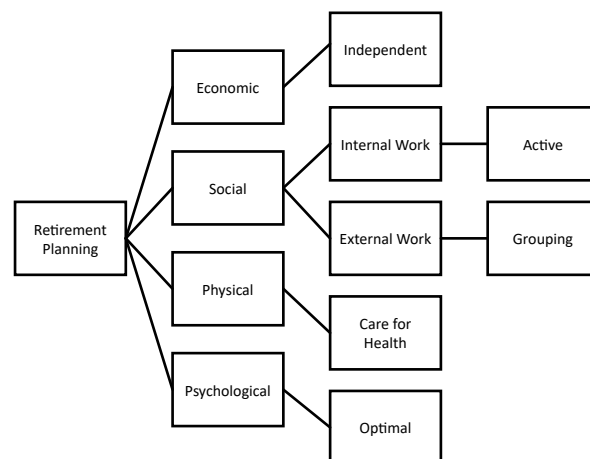


Figure 2. Male Civil Servant's Retirement Planning Model

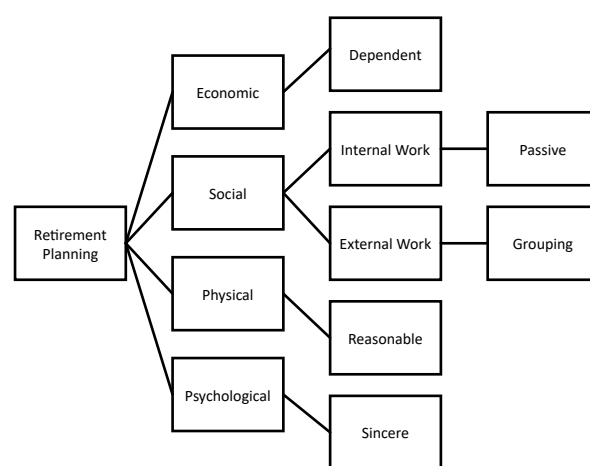


Figure 3. Female Civil Servant's Retirement Planning Model

said "After retiring to live with the children, they are tired. Let the younger generation take over our jobs".

The male ASNs are more active both in employment and out of office as their social relationships. This term of active is their concern to existing members by giving direction in their institution. The female ASNs are more passive and waiting for what happens to the surrounding environment. The male and female ASNs did social relations between the work which is in groups after retirement. Activities, such as recitation and be more active socially in the surrounding community. They said things like: "Giving a good example to the subordinates, the good things can be emulated and for the development of our staff members in the future. When you retire, you will have more time for community activities and thinking of heaven, get closer to God for example by joining the recitation group".

Physical activity for men's ASN is an activity that concerns the health of the body, which can be done in groups. In addition to health, it also can be socializing with fellow retirees. The activities are

cycling or do gymnastics together. The women ASNs are more ignorant towards physical activities. Being involved in sporting activities that are as minimal as possible and as a liability of the office, or they get the strong support from their families. Regarding psychological problems, male ASNs optimize current skills, or knowledge, prior to retirement, these expected conditions may have a good and optimal impact on the existing staff members.

B. Job Satisfaction in Near-Retirement Phase

Job satisfaction increases steadily throughout working life from the age of 20 to 60 years. There is a greater commitment to work with the increase in age, such as working more seriously, less attendance, and more devoting to work. Younger adults (early adults) are still experimenting with their work, still looking for the right job, so they may be inclined to look for what's wrong with their current job rather than paying attention to what's right about it (Rhodes, 1983).

Job Satisfaction every grade in ASN is different thus it is a source of conflict interest in them. They have own characteristics to respond to job satisfaction. Such as the younger generation (grade) has a high spirit of high salary, and other compensations these become their motivation in working. They also hope to get health insurance, vacation, and others. This motivation becomes a trend at many companies or public organization right now, therefore, the companies offer these benefits (Meier, Austin, & Crocker, 2010, p. 75).

Employee satisfaction analysis starts from the need's analysis according to the interests. Based on field data, needs according to interests are divided into three parts, namely primary, secondary and tertiary needs. Primary needs are measured from home ownership and furniture. Secondary needs are calculated from savings and education levels. Also, tertiary demand is measured by motor vehicles. Based on the results of interviews and observations conducted by researchers, it was found that needs analysis according to the interests of all data sources is sufficient and feasible. Satisfaction in the field of discrepancies stated that they were satisfied because at the time of entering the retirement period the echelon officials 2 (two) have been promoted several times. This becomes a job satisfaction for them because they have reached top career in accordance with their expectations. Promotion is performed by taking into account the competence requirements of qualifications, rank, education, and training, job track record, and integrity and other requirements required in accordance with the provisions of the legislation. The value attainment for civil servants in approaching the retirement phase for middle-aged

people has a strong will to succeed. They will peak at this age and pick up the results of the preparatory period and the hard work they have done before.

Middle age should not only be a time of financial and social success but also for power and prestige. Usually, men reach the peak of their career between the ages of 40-50 years namely after they are satisfied with the results obtained and enjoy the results of their success until they reach the early age of 60s. Individual genetic components (genetic components) have an important meaning in explaining job satisfaction in addition to work environment characteristics. Each individual has a different value of satisfaction in accordance with several things, one of which is job satisfaction of gender differences. The term gender can be defined as different roles between men and women that not only refer to biological differences but also things that include socio-cultural values (Puspitawati, 2013, p. 2; Susanto, 2015, p. 121). Male satisfaction in the field of employment relationships is mutual respect, interact well and support its members to move forward and develop. Meanwhile, female employees in working relationships are more likely to have many friendships. In relation to the leadership, male civil servants, as the main task and function, become the best servants both as the leaders and the employees. Meanwhile, female civil servants are more on waiting for order. A summary of empirical results can be seen in Figures 4 and 5.

Job satisfaction consists of fulfilling the needs of life, the achievement of values and genetic components. The male and female data sources considered the fulfillment of the need may be attained during their work as ASNs. This indicator is proved by the residence of the ASNs that are already permanent and feasible to be occupied along with the supporting facilities of adequate transportation (Cars, motorcycles). The sources of data revealed that they have savings from working so far. Furthermore, female ASNs thought that their retirement is up to their Leader's decision; they said: "Yes if the leader gives a job or jobs that I have to do, I just do it". This reflects that they are waiting for orders from their superiors to do the work to be done, not doing it with their own initiative. As for men, building good social relationships between other workers, remind colleagues to work by rules and laws, and remind them when there is a mistake and seeking solutions together.

C. Employee Performance at Near-Retirement Phase

Not all positions have a clear level, but most occupations have a hierarchy in which low-level workers and high-level workers are clearly differentiated. The assessment of the performance

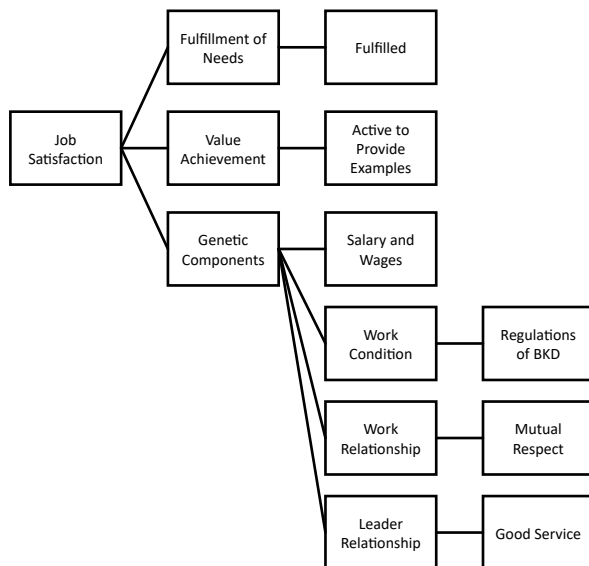


Figure 4. Satisfaction at the Near-Retirement Phase in Women

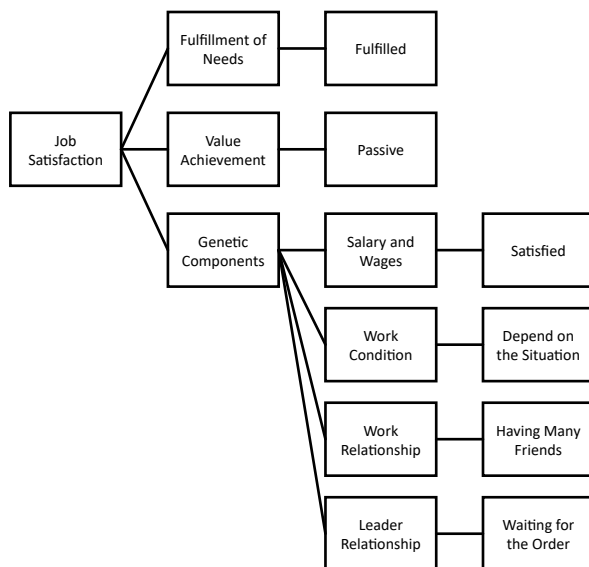


Figure 5. Satisfaction at the Near-Retirement Phase in Men

of civil servants relies on the Office of Consideration of Position and Staff (BAPERJAKAT) which refers to Article 1 of Law No. 5 of 2014 on the profession for civil servants and government employees with employment agreements working in government agencies. The appointment of employees of a civil servant in structural positions is based on the work performance of work discipline, loyalty, dedication, experience, trustworthiness, and other objective conditions. Therefore, it causes misunderstanding to some employees to what extent the achievement or innovation is considered as successful or not. Despite having a good performance or good innovation, if BAPERJAKAT wants an employee to be transferred, then he/she will be transferred.

The assessment of each component is not equal to each other, so the divisor's result is from the sum of each main task and function. The male group has the highest score on the control as much as 50% and the implementation as much as 44% and the concept as much as 40%. The highest implementation in the concept group is 40%, the concept of the female group by 33%, 44.9% control, and 57% implementation. The research subjects carry out the main tasks and functions more on control activities. This applies to both men and women. The conclusions derived from performance during the near-retirement phase in all areas are good; especially the most prominent is in the control field. For civil servants, in this phase, performance is not assessed at the present but in the future. Job achievement for men is not fulfilled (100%) due to a large number of items to be met and wide coverage. The combination of the three aspects including concept, control, and implementation is very complex and has a more dominant strategy. The achievement of job target for women is fulfilled (100%) because of the item which must be fulfilled, and its scope is simpler. The combination of the three aspects including concept, control, and execution is simpler and has a simpler strategy. The summary of empirical results seen in Figure 6 and 7.

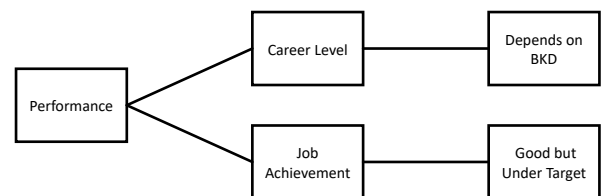


Figure 6. The Performance at the Near-Retirement Phase in Men

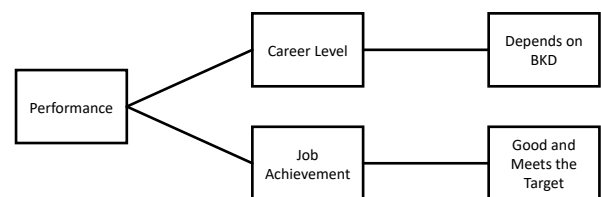


Figure 7. The Performance at the Near-Retirement Phase in Women

The ASN performance in the near retirement phase, empirically the results were found to be divided into two parts, namely career paths and work achievement. An ASN employee career depends on BKD (Regional Personnel Board) considerations, in which its authorities are the Preparation of appointment, promotion, mutation, and retirement of Regional Civil Servants.

Assessment and employment policies have been prepared and comply with the rules of BKD. "As per BKD regulations, I have to carry out our duties wherever it is, and ASN must comply."

Moreover, the achievement of the work objectives based on the source of SKP in 2017 found that the achievement of the target of male ASNs was not 100%, this does not mean that male ASNs who did the jobs before retirement are not good, but the responsibility for the task must be implemented quite a lot and requires a good coordination. The types of work performed are more varied than those of female ASNs. Male ASN works consist of concepts and implementation. Average achievement is 80%, so it is still good to be implemented. As for female ASN 100% (one hundred percent) achievement of this condition, due to the work is less variation, they do more on implementation functions only.

IV. CONCLUSION

The problems faced by civil servants in approaching the retirement period are divided into several parts: economic and social preparations which are divided into two, namely internal inside the work and external outside the work. Based on these preparations, there is a difference between male and female civil servants in the regional secretariat of Pemalang District. The difference lies in the internal social relations of male civil servants ahead of retirement in which they are more active whereas female employees are more passive. On the physical factors, men are more concerned and have worries while women are less concerned. In psychological factors, men take more optimal time before retirement while women are more submissive. Regional Government of Pemalang at this time is not ready to provide any activity for retirement preparation.

Employee job satisfaction in near-retirement phase is the fulfillment of needs, attainment of values, and genetic components. At the near-retirement phase, men and women of civil servants are satisfied in the fulfillment of needs according to their interests. Based on the satisfaction of valued achievement, men are more active than women. Men are more active in providing good examples for the next generation whereas women are passive in achieving the value. The genetic components of men and women also lie in the activity of which men are more active in giving direction.

Employee performance behavior in the near-retirement stage in the male group is in a good category but the level of achievement is still below 100%. Meanwhile, the women's group of duties and obligations has been completed and the achievement

is 100%. The higher the class, then it has different duties and powers and different compositions. In the classification of the main tasks and functions, it is divided into three main parts, namely analyzing and providing the concept, control, and implementation. The achievement of the employment target for men is not met (100%) because of a large number of items to be met and a wide range. The combination of all three things, namely concept, control and implementation is very complex and has more strategy. The achievement of the employment target for women is fulfilled by one hundred percent (100%) because the items to be met and the scope is simpler. The combination of three things namely concept, control and implementation are simpler and has a simpler strategy.

The limitation of this research is that it is yet to distinguish in-depth the differences in job position in its analysis. Future research is expected to focus more on differences in job position both for men and women and case studies in the broader public sector. The mention of employment performance of 100 percent or 80 percent is only for informants and cannot describe the condition of civil servants who will retire as a whole. This research does not try to generalize due to the limitations of the method, this study recommends research with quantitative techniques with a wider scope so that it can be conducted to see the readiness of civil servants who will enter retirement.

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