

VOLUME 11 NO. 1
JUNE 2014
ISSN 1675-7017

SOCIAL and MANAGEMENT RESEARCH JOURNAL

Research Management Institute

Governance Mechanisms and Firm Performance in Family-owned Companies in Malaysia
Azmi Abd. Hamid, Rozainun Abdul Aziz, Asyifa Laila Hosni

Performance of Unit Trust Funds in Malaysia: A Comparison Between Conventional and Islamic Unit Trusts

**Rosma Mohd Dom, Muhammad Fandi Ibrahim,
Che Lynnaruhiyah Che Sulaiman, Ahmad Shafiq Ahmad Sholahuddin**

Public Speaking to Enhance Oral Mandarin Proficiency

Goh Ying Soon, Lee Chai Chuen, Ngo Kea Leng

Agro-Preneurial Obstacles among Students in the Faculty of Plantation and Agrotechnology, UiTM Pahang

**Ilyani Azer, Siti Aishah Mohamad, Nur Suraya Abdullah,
Musramaini Mustapha**

The Impact of Corporate Governance Elements on Environmental Reporting: The Case of Public Listed Companies in Malaysia

Mohd Rashdan Sallehuddin

Testing the effectiveness of Health Risk Messages: Threat and Efficacy Processing

Thinavan Periyayya, Vincent Wee Eng Kim

Exploring Opportunities for Government Retirees to Transfer their KSAOs for the National Development: Evidence from Malaysia

**Khulida Kirana Yahya, Johanim Johari, Zurina Adnan,
Mohd Faizal Mohd Isa, Zulkiflee Daud**

SOCIAL AND MANAGEMENT RESEARCH JOURNAL

Chief Editor

Loo Ern Chen
Univesiti Teknologi MARA, Malaysia

Journal Administrators

Salina Abdullah
Juliana Mat Jusoh

Editorial Board

Ann Hansford, Bournemouth University, United Kingdom
Azizah Abdullah, Universiti Teknologi MARA, Malaysia
Azmi Abdul Hamid, Universiti Teknologi MARA, Malaysia
Binh Tram-Nam, The University of New South Wales, Sydney, Australia
Darussalam Abu Bakar, Universiti Teknologi MARA, Malaysia
Faridah Hassan, Universiti Teknologi MARA, Malaysia
Hajibah Osman, Universiti Teknologi MARA, Malaysia
Isahak Kassim, Universiti Teknologi MARA, Malaysia
Jama'yah Zakaria, Universiti Putra Malaysia, Malaysia
Kalsom Salleh, Universiti Teknologi MARA, Malaysia
Kiranjit Kaur, Universiti Teknologi MARA, Malaysia
Lionel Wee, National University of Singapore, Singapore
Maniam Kaliannan, University of Nottingham Malaysia Campus
Megawati Omar, Universiti Teknologi MARA, Malaysia
Nor Aziah Alias, Universiti Teknologi MARA, Malaysia
Noraini Mohd Ariffin, International Islamic University Malaysia
Nor'azam Mastuki, Universiti Teknologi MARA, Malaysia
Normah Omar, Universiti Teknologi MARA, Malaysia
Radiah Othman, Massey Universiti, New Zealand
Rashid Ameer, International Pacific College, New Zealand
Ria Nelly Sari, Universitas Riau, Riau, Indonesia
Rohana Othman, Universiti Teknologi MARA, Malaysia
Rohaya Md Noor, Universiti Teknologi MARA, Malaysia
Roshayani Arshad, Universiti Teknologi MARA, Malaysia
Rosliza Mat Zin, Universiti Utara Malaysia, Malaysia
Sabarinah Sheikh Ahmad, Universiti Teknologi MARA, Malaysia
Sardar M.N. Islam, Victoria University, Melbourne, Australia
Siti Noor Hayati Mohamed Zawawi, Universiti Teknologi MARA, Malaysia
Yap Voon Choong, Multimedia University, Malaysia

© UiTM Press, UiTM 2014

All rights reserved. No part of this publication may be reproduced, copied, stored in any retrieval system or transmitted in any form or by any means; electronics, mechanical, photocopying, recording or otherwise; without prior permission in writing from the Director of UiTM Press, Universiti Teknologi MARA, 40450 Shah Alam, Selangor Darul Ehsan, Malaysia. e-mail: penerbit@salam.uitm.edu.my

Social and Management Research Journal is jointly published by Research Management Institute (RMI) and UiTM Press, Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia

The views, opinions and technical recommendations expressed by the contributors and authors are entirely their own and do not necessarily reflect the views of the editors, the publisher and the university.

SOCIAL and MANAGEMENT RESEARCH JOURNAL

Research Management Institute

Vol. 11, No. 1	June 2014	ISSN 1675-7017
----------------	-----------	----------------

- 1. Governance Mechanisms and Firm Performance in Family-owned Companies in Malaysia** 1
Azmi Abd. Hamid
Rozainun Abdul Aziz
Asyifa Laila Hosni
- 2. Performance of Unit Trust Funds in Malaysia: A Comparison Between Conventional and Islamic Unit Trusts** 31
Rosma Mohd Dom
Muhammad Fandi Ibrahim
Che Lynnaruhiyah Che Sulaiman
Ahmad Shafiq Ahmad Sholahuddin
- 3. Public Speaking to Enhance Oral Mandarin Proficiency** 49
Goh Ying Soon
Lee Chai Chuen
Ngo Kea Leng

4. **Agro-Preneurial Obstacles among Students in the Faculty of Plantation and Agrotechnology, UiTM Pahang** 61
Ilyani Azer
Siti Aishah Mohamad
Nur Suraya Abdullah
Musramaini Mustapha
5. **The Impact of Corporate Governance Elements on Environmental Reporting: The Case of Public Listed Companies in Malaysia** 75
Mohd Rashdan Sallehuddin
6. **Testing the effectiveness of Health Risk Messages: Threat and Efficacy Processing** 101
Thinavan Periyayya
Vincent Wee Eng Kim
7. **Exploring Opportunities for Government Retirees to Transfer their KSAOs for the National Development: Evidence from Malaysia** 119
Khulida Kirana Yahya
Johanim Johari
Zurina Adnan
Mohd Faizal Mohd Isa
Zulkiflee Daud

EXPLORING OPPORTUNITIES FOR GOVERNMENT RETIREES TO TRANSFER THEIR KNOWLEDGE, SKILLS, ABILITIES AND OTHER CHARACTERISTICS (KSAOs) FOR THE NATIONAL DEVELOPMENT: EVIDENCE FROM MALAYSIA

Khulida Kirana Yahya², Johanim Johari¹, Zurina Adnan³, Mohd Faizal Mohd Isa⁴ and Zulkiflee Daud⁵

^{1,2,3,4,5}*School of Business Management
College of Business, Universiti Utara Malaysia,
06010 Sintok, Kedah, Malaysia
¹Email: johanim@uum.edu.my*

ABSTRACT

The number of Malaysian senior citizens is expected to rise to 2.71 million by the year 2020. Malaysia will then become an ageing society, which includes the government retirees who have reached their mandatory retirement age of 60 years old. This study intends to examine KSAOs of the government retirees in Malaysia and to identify the opportunities for the retirees to transfer their KSAOs for the national development. To elicit findings, a total of 1,609 questionnaires were analyzed using SPSS version 16.0. The results indicated that most of the retirees had acquired vast KSAOs throughout their years of service, especially in the areas related to their tasks and responsibilities. It is therefore of paramount importance for the government and non-government bodies to develop appropriate means for these retirees to use their KSAOs. Several policy guidelines such as programs and activities can be undertaken by the relevant bodies to help government retirees optimize their KSAOs in a more meaningful way.

Keywords: *government retirees, KSAOs, national development, Malaysia*

INTRODUCTION

The Ninth Malaysia Plan has outlined that the principle thrust of human resource development relies on the creation of a strong human resource base to support the development of knowledge-based economy and to enhance the country's productivity and competitiveness. Drawing on this premise, efforts have been taken to develop an efficient and responsive education and training system to fulfill the demand for a knowledgeable and highly skilled workforce. The workforce also has to be equipped with positive values and attitude in transforming Malaysia into a fully developed nation by the year 2020. In light of this, the government has also expanded the budget for senior citizens' programs (Economic Planning Unit, 2010). These measures taken by Malaysian Government in the Ninth Malaysia Plan have indeed signified its effort to enhance retirees' role in developing the nation.

In the year 2011, Malaysia's total population has been reported to be approximately 28.73 million with an increase of 1.58 % per year since 1995 (Department of Statistics Malaysia, 2011). The population of people in the age group of 0 to 14 years old has decreased from 32.6 in 2005 to 29.3 % in 2011 while the population of people in the age group of 65 and above has increased from 4.3 % in 2005 to 5 % in 2011. This indicates that the number of Malaysian senior citizens has gradually increased over time compared to the younger group. Based on the trend, the Department of Statistics Malaysia (2011) also reported that 6.48 % or 1.66 million out of 28.73 million of Malaysia's population are senior citizens, who are in the age group of 60 years old and above. The population of senior citizens, which includes the government retirees, is expected to rise to 2.71 million by the year 2020. The graying of the population calls for significant concern from the Malaysian Government as it may pose many challenges to the country. In essence, an increase in the number of retirees will result in less robust economic growth. The retirement of the senior citizens with knowledge and skills has inevitably lowered the number of population in the workforce. This will affect the productivity of the nation in the long run. Most importantly, Lum (1992) stated that people who are reaching 60 years old are still healthy, active, efficient, and dynamic in performing their tasks. Therefore, opportunities should be created for the retirees to remain in their respective employment if they choose to do so.

It is also worth noting that ageing population increase may impede the process of developing the required highly-skilled workforce in order

to achieve Malaysia's year 2020 Vision. This is due to the smaller number of capable workforce supply, attributed to the mandatory retirement age of 60 years old in Malaysia. Unlike most developed countries where the retirement age is 65, Malaysia's civil servants retire 5 years earlier than their counterparts in most developed countries. Hence, their contributions to the country have come to halt due to the mandatory retirement age posed by the Government. Drawing on the aforementioned circumstance, this study intends to examine the KSAOs of the government retirees and to identify ways how their KSAOs can benefit the country's national development. Hence, the objectives of this study are twofold- to examine the KSAOs of the Malaysian government retirees and to explore the opportunities for the retirees to transfer their KSAOs appropriately.

LITERATURE REVIEW

Retirees and the National Development

Retirement has been defined as a withdrawal from the workforce or the end of a person's active working life (Whitbourne, 2001). However, Feldman (1994) conceptualized retirement as the exit from an organizational position or career path of considerable duration, taken by individuals after middle age, and taken with the intention of reduced psychological commitment to work thereafter. According to Sterns and Gray (1998), retirement is a gradual process and it includes at least five phases, namely: an anticipatory period that may last for decades, the decision itself, the act of retirement, continual adjustment following the actual event, and further decisions regarding the structuring of the individual's life and activity patterns. Government retirees in this study refer to employees who used to work as civil servants and are no longer in employment. This group of retirees includes those who have retired on mandatory retirement after reaching 60 years old, optional basis, or due to health reasons.

Retirees can harness their KSAOs in various ways, for instance they can involve in mentoring at organizational as well as society levels. Mentoring is part of an organizational succession planning in which retirees are re-employed as mentors to the new employees (Liebowitz, 2004). Kerschner and Hasnan (1996) concurred that retirees can involve in mentoring program to create productive lifestyles for both the rookie and

the retirees themselves. At a society level, retirees can become mentors in enhancing family dynamic. Additionally, retirees can enter into various forms of flexible employment suitable to their attributes. Liebowitz (2004) highlighted that retirees can be teachers and coaches for their successor. This would allow retirees to use their knowledge, skills, abilities, and other characteristics in a practical way to help students. Further, Patrickson (2002) strongly contended that teleworking is good potential employment opportunities for retirees since they are more independent and attentive in performing jobs, compared to their younger counterparts. Teleworking is considered as a suitable type of employment for retirees because they are highly motivated and passionate about work (Arrowsmith & McGoldrick, 1997; Lim, 2002; Patrickson, 1994). A study by Arrowsmith and McGoldrick (1997) also reveals that retirees are more likely to exhibit positive work ethics and high level of commitment and persistency in achieving work goals. Moreover, they are flexible in adapting to the new environment and learning new skills (Arrowsmith & McGoldrick, 1997; Lim, 2002; Patrickson, 1994). Drawing on such attributes, retirees fit the role required in teaching, coaching, and teleworking.

Knowledge, Skills, Abilities, and Other Characteristics

Knowledge refers to both facts and strategies that people learn (Blanchard & Thacker, 1999). Bloom (1984) defined knowledge as the recall of information including methodology, principles and theories. Krager, Ford, and Salas (1993) conceptualized knowledge as the information someone acquires and place into memory, how it is organized into the structure of what one already know, and understanding of how and when to use the information. As noted by Lim (2002), 75% of retirees in Singapore are willing to work part-time in the same occupation and in the same industry. This implies that retirees are still interested to join the workforce again so that they can apply their KSAOs in their new employment. According to Carter (2004), retirees have many types of important intellectual capital that can be utilized by the organizations. They have various types of knowledge gained from their own work settings and the learning process that have taken place during their tenure of employment. Rehiring those on a contract basis appears to be one of the only tactics that is already instilled in organizations that helps to capture of the retiree's knowledge (Carter, 2004).

Dunnette (1976) defined skill as the capacities needed to perform a set of tasks that are developed from training and experience of performing a certain job. Skill is dependent on knowledge. In essence, a person must know “what” to do and “when” to do it. However, knowing “what” and “when” to do is different from actually “able” to do it. In addition, skill refers to dexterity, accuracy, alertness required to understand the workflow or levels of complexity in the use of and interaction with both human and nonhuman resources in performing assignments (Henderson, 2000). How well a person is able to carry out a specific action such as communicating effectively is the reflection of the acquired skill. Interaction with human requires individuals to be accurate and alert in managing mental, situation, and creativity (Ivancevich, 2003). Skills also require individual to be accurate or alert in use of precision and non-precision tools such as advance operating equipment and technological systems, advance keyboard devices, simple settings and so forth. Skills also can be developed from attending training programs (Desimone, Werner & Harris, 2002). Steinberg, Najman, Donald, McChesney-Clark, and Mahon (1994) found that training is more frequently offered to younger employees compared to their older counterparts. On the same ground, Lim’s (2002) study reported that almost 67% of retirees are willing to undergo skill retraining and upgrading in order for them to work, whether on a part-time or full-time basis. The study also revealed that 57% of the retirees are willing to undergo training so that they are able to work although in a different job or in a different industry as most of the retirees are willing to continue working upon retirement. Training programs can help retirees upgrade the skills needed for their new employment.

According to Fleishman (1972), abilities are the general capacities related to performing a set of tasks that are developed over time as a result of heredity and experience. Based on Henderson (2000), ability is a general trait or quality acquired by an individual. Similarly, Heneman and Judge (2003) conceptualized ability as an underlying or enduring trait of the person, which is useful for performing a range of different tasks. Unlike skills, ability is less likely to change overtime because it is applicable across a wide set of tasks for many different jobs. Abilities are normally categorized into cognitive abilities, psychomotor abilities, physical abilities and sensory abilities. Additionally, other characteristics are all other aspects that are crucial to the job but not included in knowledge, skills and abilities. It is of paramount importance for employees to have other characteristics before entering employment relationships and coming to the workplace

to perform the job. Other characteristics include employees' values that are consistent with organizational culture and values (Heneman & Judge, 2003). These aspects are categorized into three main groups, namely legal requirements (for e.g. possession of license, citizens or legal alien, geographic residency, security clearance, etc); availability requirements (such as starting date, worksite locations, travel, attendance and tardiness, etc.); and character requirements (for e.g. moral, work ethic, background, honesty, and integrity. In other words, other characteristics are also known as discretionary behavior (Heneman & Judge, 2003), contextual behaviors (Motowidlo, 2003), or organizational citizenship behavior (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). These attributes are crucial in performing tasks that are not stated in the job descriptions, but are necessary in supporting the execution of jobs.

RESEARCH METHODOLOGY

Population, Instrumentation, and Statistical Analyses

At present, there are about 513,689 government retirees in Malaysia (Public Service Department, 2011). However, only 15,519 retirees have registered as members of the Malaysian Government Retirees Association (MGRA).

Questionnaires were designed to examine the retirees' profiles, KSAOs, and their involvement in associations. Items in the questionnaire were adapted from Martocchio (2002). A total of 3,000 questionnaires were distributed and 1,633 questionnaires or 53.37% were returned. However, only 1609 questionnaires were usable for further analysis. Data was analyzed using Statistical Package for Social Sciences (SPSS) version 16.0. Descriptive statistics and cross-tabulation analyses, were conducted to answer the objectives of this study.

RESEARCH FINDINGS AND DISCUSSIONS

Demographic Characteristics

The demographic results revealed that 1,277 respondents of the study were male, while 332 respondents were female. From 1,609 respondents,

561 of the respondents were above 65 years old and most of them, i.e. 1,407 respondents were Malay and Muslim. These respondents were from 14 states of Malaysia, i.e. 16.6% were from Pahang, followed by Kedah 14%, Selangor 11.4%, Perak 9.9%, Negeri Sembilan 8.4%, Sarawak 6.6%, Johor 6.1%, Pulau Pinang 5.7%, Perlis 5.3%, Terengganu 4.7%, Kelantan 3.5%, Melaka 3.2%, Sabah 2.9%, and Wilayah Persekutuan 1.8%. In terms of education level, the majority of respondents or 1,265 possessed SPM/MCE, SRP/LCE or standard 6 or primary education. The remainder had bachelor degree or a higher level of education.

In terms of retirement profile, 1,447 of 1,609 respondents had retired due to compulsory retirement age, which is 58 or 60 years old and retired between 1984 and 2005. A total of 538 respondents (33.4%) were from the education sector and most of them were teachers (483 respondents). The results also showed that 1,240 respondents (77.1%) were living with their spouse (husband/wife), while 82 respondents (5.1%) lived alone, in the senior citizens homes, or in the welfare homes after they retired. The findings reported that 82.8% of the respondents indicated themselves as healthy. However, only 17.2% of respondents indicated themselves as not healthy. Further, the findings indicated that 53.8% of the retirees had various illnesses. Specifically, the types of illnesses suffered by the retirees are high blood pressure (18.1%), diabetes (16.0%), heart attack (9.8%), gout (4.5%), asthmatic (1.5%), stroke (1.2%), hemorrhoid (0.8%), kidney ailment (0.4%), cancer (0.4%), Parkinson (0.1%), and others (3.4%). In terms of involvement in associations, 85.5% of the retirees are currently involved in several associations. Slightly less than half of them (49.2%) were actively involved in 1 to 2 associations, 22.1% were actively involved in 3 to 4 associations, and 14.2% were actively involved in 5 to 6 associations. The findings showed that the retirees were still active in various associations. Specifically, quite a number of the retirees were involved in associations at the national, state, and district level, which are 16.7%, 8%, and 20%, respectively. Overall, 43.4% of the respondents were reported to be involved in associations at various levels.

Cross Tabulation Analysis of the Retirees' Health Status and Social Services

Table 1 depicts the cross tabulation result of the retirees' level of health and their involvement in social services. The results reported that 1,519 or

84.34% of the respondents were healthy. On the other hand, 15.66% of the respondents are not in a good health. Many retirees who were in good health were actively involved in voluntary activities (387), advisory service (368) and charity bodies (384) while many retirees who not in good health are involved in advisory service (78), voluntary activities (74), and charitable bodies (70).

Table 1: Cross Tabulation Results of Health Status and Social Services

	Counseling	Advise Services	Care Services	Charity Organizations	Volunteers
Healthy	227	368	153	384	387
	85.34%	82.51%	87.93%	84.58 %	83.95 %
Not healthy	39	78	21	70	74
	14.66%	17.49 %	12.07 %	15.42 %	16.05 %
Total	266	446	174	454	461

Cross Tabulation Analysis of the Government Retirees’ Last Position and Involvement in Associations

Table 2 presents the cross tabulation result of respondents’ last position held and their involvement in associations. The result revealed that 37.1% of the committee members were teachers and 11.8% were the administrative assistant. In terms of being a member of any particular organization, 23.3% of the respondents were teachers while only 11.6% were administrative assistants. Respondents who were both the committee member and regular member of the associations were teachers, which made up to 38.8% followed by administrative clerks, which consisted of 12%. However, 27.3% of the former general employees and 14.4% of the former administrative assistants were not involved in any association.

Table 2: Cross Tabulation Results of Last Position and Involvement in Associations

Last Position Held	Committee Members	Members	Committee members and Members	Number of involvement
Officer Assistant	20 4.4 %	22 4.2 %	12 2.8 %	1 0.5 %
Nurse	8 1.7 %	32 6.1 %	13 3.0 %	5 2.6 %
General Employees	35 7.6 %	65 12.4 %	28 6.4 %	53 27.3 %
Teacher	170 37.1 %	122 23.3 %	168 38.8 %	23 11.9 %
Director	10 2.2 %	8 1.5 %	9 2.1 %	0 0.0 %
Development Assistant	3 0.7 %	0 0.0 %	0 0.0 %	0 0.0 %
Administrative Assistant	54 11.8 %	61 11.6 %	52 12.0 %	28 14.4 %
Officer	16 3.5 %	19 3.6 %	20 4.6 %	3 1.5 %
Administrative Officer	11 2.4 %	5 1.0 %	5 1.2 %	3 1.5 %
Hospital Instructor	0 0.0 %	0 0.0 %	1 0.2 %	0 0.0 %
Clerk	4 0.9 %	11 2.1 %	11 2.5 %	5 2.6 %
Matron	1 0.2 %	5 1.0 %	2 0.5 %	1 0.5 %
Supervisor	8 1.7 %	15 2.9 %	7 1.6 %	3 1.5 %
Hospital Assistant	14 3.1 %	15 2.9 %	8 1.8 %	5 2.6 %
Police	7 1.5 %	14 2.7 %	12 2.8 %	8 4.1 %
Technician	40 8.7 %	36 6.9 %	22 5.1 %	19 9.8 %
Telephone Operator	2 0.4 %	5 1.0 %	1 0.2 %	1 0.5 %
Driver	11 2.4 %	24 4.6 %	6 1.4 %	18 9.3 %

Last Position Held	Committee Members	Members	Committee members and Members	Number of involvement
Attendant	5 1.1 %	17 3.2 %	8 1.8 %	7 3.6 %
Army	18 3.9 %	14 2.7 %	25 5.8 %	8 4.1 %
Welfare Officer	0 0.0 %	1 0.2 %	0 0.0 %	0 0.0 %
State Assemblyman	1 0.2 %	0 0.0 %	2 0.5 %	0 0.0 %
Information Officer	0 0.0 %	1 0.2 %	1 0.2 %	0 0.0 %
Health	0 0.0 %	0 0.0 %	1 0.2 %	0 0.0 %
Fireman	4 0.9 %	6 1.1 %	1 0.2 %	0 0.0 %
Social Welfare Officer	0 0.0 %	1 0.2 %	0 0.0 %	0 0.0 %
Deputy Director	1 0.2 %	2 0.4 %	4 0.9 %	0 0.0 %
Forestry Officer	5 1.1 %	12 2.3 %	2 0.5 %	2 %
Custom Officer	2 0.4 %	7 1.3 %	1 0.2 %	0 0.0 %
Lecturer	4 0.9 %	3 0.6 %	6 1.4 %	1 0.5 %
Auditor	3 0.7 %	0 0.0 %	1 0.2 %	0 0.0 %
Prison Officer	1 0.2 %	1 0.2 %	4 0.9 %	0 0.0 %
Total	458	524	433	194

Retirees’ Knowledge and Types of Contribution

This study found that Malaysian government retirees had acquired various functional knowledge, skills, abilities, and other characteristics required in performing their respective tasks. Where knowledge is concerned, the findings suggested that 31.8 % of the respondents had knowledge in administration and 36.7% had knowledge in Malay Language education. A plausible explanation for this finding is that the respondents were government servants who had involved mainly in administrative work,

and the majority of respondents were Malays (87.4%). Further, in terms of knowledge, 40.2% of the respondents had knowledge in Fundamental Mathematics. This is parallel to the fact that 33.4% of respondents had knowledge in education. Given that many of the respondents had knowledge in Fundamental Mathematics, they should be given the opportunity to teach related subjects in schools. Hence, retired teachers who are interested should be allowed to teach on a full-time or part-time basis. This is because according to Lim (2002), 75 % of retirees are willing to work part-time in the same occupation or in the same industry. Butters (2002) corroborated to the preceding idea by stating that retirees, who resume working, are better able to manage their emotional and mental health. Therefore, by engaging themselves in the society through employment, retirees can stay healthy.

The results also indicated that 3.6% of the retirees had knowledge in production and manufacturing. As many organizations nowadays are trying to gain competitive advantage through cost effective and quality improvement approach, the idea of re-employing retirees seems very strategic. This can be attributed to Taylor's (2001) assertion that older workers can assist in monitoring the quality of production through their accrued experience and "know how". McNaught and Barth (1992) also reported that the employment costs for both older and younger workers are about the same. However, rehiring older workers seems more worthwhile because they have the tendency to stay longer (McNaught & Barth, 1992). As indicated in the findings, 3.5% and 1.8% of the retirees had knowledge in medical, dentistry, and nursing respectively. Currently, Malaysia is experiencing an acute shortage of labor in the area of medicine (Public Service Department, 2011). Thus, retirees, who used to work in the related industry, should be given the employment opportunity. Barth, McNaught and Rizzi (1993) reported that in the European Union countries, retirees have become the main source in offsetting the shortage of specialized staff in certain fields, such as nursing. Malaysia has in fact adopted the same approach, for instance the Klang City Council has introduced a voluntary program named the 'Work Force Recycle Systems.' This program is designed specifically for retirees who are interested in becoming part of the workforce (Daud, 2005). Apparently, this institution concurs to the notion that retirees are the source of labor supply, especially in critical areas of employment.

Retirees' Skills and Types of Contribution

In terms of skills, 51.5% of the respondents had teaching skills, specifically language. This is consistent with the findings on their demographic profile and knowledge, which reported that 30.0% of the respondents were teachers and 33.4% of the government retirees had knowledge in teaching. The findings also indicated that 36.9% and 37.8% of the government retirees were flexible, specifically in stress control and self-adjustment. This finding is consistent with previous studies by Patrickson (1994), Arrowsmith and Goldrick (1997) and Lim (2002), which reveal that retirees were more flexible to change as well as to learn. Further, 27.3% and 20.6% of the retirees had skills in time management and decision making respectively. As noted in the findings, 20.9% of the retirees had basic computer skill and 1.8% had advanced computer skills. Given the suitable attributes and relevant computer skills, retirees can engage in teleworking. Dooley (1996) asserted that teleworking requires self-managed employees and organizations with an established supportive system so that both parties can thoroughly understand and approve the communication structure. In this vein, Patrickson (2002) contended that teleworking is a good potential employment opportunities for the retirees because this type of employment depends highly on the incumbent's capabilities. Teleworking can be source of income to the retirees, which subsequently contributes to the nation's economy (Yeatts, Folts & Knapp, 1999). This underpins the supposition by Lim (2002) that retirees were willing to work because of financial constraints. It is also noteworthy that retirees were involved in social service such as counseling, care service, advisory service, etc. This is plausible because 32.2% of the retirees have skills in teaching religion, which can be applied in many social service activities. Additionally, Lim (2002) asserted that retirees will not experience loneliness after retirement if they are engaged in various social services activities, for instance counseling, advisory service, motivational workshops, and so forth. In the aspects of other skills, only 17.3% of the retirees had skills in finance, which is consistent with a study by Lim (2002), who reports that only 19% of retirees from Asian countries have financial skills. In contrast, Turner, Bailey, and Scott (1994) highlighted that most retirees in the West have financial skills, even among those whom their previous jobs are not related to finance.

Retirees' Abilities and Types of Contribution

As far as verbal abilities are concerned, 57.7% and 50.2% of the retirees had oral expression and written expression, respectively. In a parallel fashion, 26.4% of respondents had oral communication skills. This finding is congruent to the fact that most retirees had leadership skills and they were engaged in social services. This finding was also in agreement with the findings on retirees' idea generation and reasoning abilities. Specifically, 40.4% and 43.8% of the retirees had abilities in fluency of ideas and problem sensitivity respectively. These can be attributed to the fact that 25.2% and 37.7% of the respondents have public speaking and meeting skills. Interestingly, 29.6% of respondents have the organizing information ability while 50.2% of the retirees possess the task memorizing ability. These abilities are crucial in teleworking as suggested by Patrickson (2002). As for perceptual abilities, 42.9% of the retirees had the change awareness ability. Apparently, this finding supports the previous studies by Patrickson (1994), Arrowsmith and Goldrick (1997), and Lim (2002), which reported that there is no significant difference in change awareness between younger and older employees. Additionally, as noted by Patrickson (1994), Arrowsmith and Goldrick (1997), and Lim (2002), ageing factor can never be the hindrance to learn. This study agrees with the report because 37.3% of the retirees have visualizing abilities, 36.3% were attentive, and 35.7% were multi-tasked. The results also showed that in terms of quantitative abilities, 37.8% and 42.4% of the respondents had abilities in problem comprehension and basic calculation. This is evident since 40.5% and 21.9% of the retirees had knowledge in Fundamental Mathematics and Additional Mathematics, respectively.

Retirees' Other Characteristics and Types of Contribution

Other characteristics encompass job values and work styles. In terms of achievement, 56.4% of the retirees had the necessary abilities in performing tasks. This particular finding underpins the study by Lim (2002), which reports that most retirees are willing to continue working upon retirement. In fact, almost 67% retirees in Lim's (2002) study are willing to undergo skill retraining and upgrading to enable them to work, whether on a part-time or full-time basis. Surprisingly, Lim (2002) also found that 57% of the retirees are willing to undergo training to resume

working in a different job or in a different industry. The findings by Lim (2002) were also consistent to the fact that 44.9% of the respondents have undergone self-development phase in their working-life so as to improve the social status. Besides that, 40.8% of the retirees had positive social values, 33.5% had received recognition during their employment, and 33.5% of the retirees had authority in performing their jobs. In essence, 53.7% of the respondents had responsibility in performing their jobs, 33.7% of the retirees had creativity in task performance, and 20.8% of the respondents had autonomy in doing their jobs. As for altruism, 43.3% of the retirees were willing to sacrifice for their friends in need and 52.3% of the retirees were more likely to join social service. This is consistent with the findings on skills whereby quite a significant percentage of the retirees were engaged in social service activities.

The findings in this study also showed that in terms of achievement orientation, 32.1% of the retirees could work independently, 30.6% were persistent in getting their job done, and 29.5% of the respondents have initiative to attain the best achievement in their jobs. This finding is congruent to several prior studies on retirees by Patrickson (1994), Arrowsmith and Goldrick (1997), and Lim (2002). As for social influence, 34.6% of the retirees had the ability to lead, which explains why 30.3% of the respondents had skills in leading associations as well as other activities. In addition, quite a percentage of the retirees had a good interpersonal orientation, i.e. they are cooperative, concern for others, and able to interact with other people. This also supports the fact that these retirees were very much interested in social service activities. Retirees were also found to be flexible, especially in terms of stress tolerance and adaptability. This underpins the studies by Patrickson (1994), Arrowsmith and Goldrick (1997), and Lim (2002), which stated that retirees as well as older workers are more flexible to change compared to their younger counterparts. In terms of conscientiousness, retirees were found to be independent and attentive in performing their jobs. Patrickson (1994) pointed out that these criteria are suitable for teleworking. Where practical intelligence is concerned, 55.7% of the retirees were innovative while 28.1% of the respondents had analytical thinking. These are also important aspects in performing jobs, such as teleworking and volunteering in social services activities.

Opportunities for Retirees to Transfer KSAOs

Based on the findings, this study then identified the opportunities for the retirees to transfer their KSAOs through various programs and activities carried out by several ministries and agencies. Among others are, the retirees can participate in programs that are organized by the Ministry of Woman Affairs and Family Development in which through such activities, retirees can transfer their KSAOs in a more meaningful way. For example, retirees can participate in single parents' programs, the caring society programs, women welfare programs, social service programs, and programs for the juveniles. Given their wide experiences, retirees can be advisors or counselors in motivational workshops, etc. This study showed that 20.9% of the retirees had basic computer skills, 57.7% had abilities in oral expression which is the verbal abilities, and 27.5% have skills in advisory services. Importantly, the cross-tabulation results showed that 87.2% of the retirees, who considered themselves healthy, had basic computer skills, 82.4% had advisory services skills, and 83.5% had oral expression ability. Given the findings, retirees with appropriate KSAOs and good health status should involve in various programs and activities carried out the Ministry of Woman Affairs and Family Development.

Another avenue to channel their KSAOs is through National Service Training Program (NSTP), which is an important program under the Ministry of Defense. There are four modules in this program, namely: Module 1 is a Physical Module, which is conducted to develop mental, emotions, spiritual, and physical management. Module 2 is a Nationality Module, which comprised of activities related to the nation building. Character Development Module is the third module, which aimed at developing good and effective character of individuals. The final module, which is Community Services Module, is a module designed to increase the voluntary morale of the participants. Based on the cross-tabulation results, 82.3% of the retirees, who considered themselves healthy, have skills in social services. This group of retirees is suitable to be appointed as the facilitator for Module 4 of this program. Importantly, 84.1% of retirees, who considered themselves healthy, had skills in stress control. The retirees who had skills in stress control can become the trainers for Character Development Module in the NSTP. Through such activities, retirees can provide appropriate guidance to the NSTP trainees in stress management.

In relation to education aspects, retirees can participate in numerous activities, such as Parents and Teachers Associations, counseling programs, extra classes, and sports and recreations programs. As indicated earlier, 61.7% of the retirees had knowledge in English and Malay language and 73.6% of them had teaching skills in languages and mathematics. This result indicated that retirees with adequate knowledge and skills in teaching should be re-employed as part-time teachers or tuition teachers. Further, given the appropriate KSAOs, retirees also can be appointed as the instructors in Community Colleges and “GIAT MARA”. This is congruent to the Freedman’s (1997) and Liebowitz’s (2004) notions that retirees should be re-employed in the education industry. For example, schools in the US are rehiring retirees as the substitute teachers (Liebowitz, 2004). Such reemployment program allows the retirees to transfer and sharpen their KSAOs for their own as well as the society’s benefit.

Poor People Development Program (Program Pembangunan Rakyat Termiskin) is among the activities conducted by the Ministry of Rural Development. One of the ways in eradicating poverty is to introduce involvement in agricultural activities as a source of living. This study shows that 24.5% of the retirees possess knowledge and skills in agriculture. Therefore, retirees with relevant KSAOs and expertise can provide guidance for the participants on agricultural matters. This notion is in accordance to Kerschner and Hansan’s (1996) findings that retirees who have adequate KSAOs can become a technical consultant to others. Through such programs, retirees can be appointed to provide on-site technical assistance and training in the areas of agriculture. This may inadvertently increase their KSAOs and economic status among the lower income group.

Ministry of Internal Security can also become a potential channel for the retirees to transfer their KSAOs. The main functions of the ministry are to care, manage, and protect the internal security of the country as well as to overcome social problems. PEMADAM (an organization to fight drug abuse), Rehabilitation Center for Drug Addict, Village Security and Development Community, Correctional Centers, and religious activities are the important agencies under the Ministry of Internal Security. These agencies have conducted various programs in which retirees can participate as volunteers. This is in accordance to Lachman’s (2001) assertion that retirees can involve as volunteers in various associations at the community level. On the same note, retirees can participate in programs that are organized and managed by NGOs. Most programs conducted by these

bodies focus mainly on the welfare and social services activities. Through interactions and involvement in such activities, retirees can harness their KSAOs appropriately and get themselves occupied. This will benefit various parties, including individuals, related agencies, and society.

CONCLUSION AND RECOMMENDATIONS

This study had revealed various types of knowledge, skills, abilities, and other characteristics possessed by the retirees. Further, this study had identified ways and opportunities for the retirees to utilize their KSAOs appropriately.

Drawing on the findings, several recommendations are put forward. First, some policy guidelines and activities should be formulated in optimizing retirees' skills and other characteristics. For instance, retirees should be given the opportunity to apply for New Entrepreneurs Fund (NEP) and to involve in franchising, retailing, and small or medium businesses. Employers should give ample opportunity for retirees to be involved in telemarketing as it may help them in generating income, both to the retirees as well as the organizations. In a similar vein, Public Service Department should also consider allowing the retirees to rejoin the workforce, probably on a part-time basis. They can be mentors, advisors, and counselors to young employees. Through these means, retirees can enhance and utilize their skills and expertise to the fullest. Secondly, the MGRA should cooperate with the Welfare Department in each state of Malaysia to organize social rehabilitation programs, such as motivational workshops, religious or spiritual activities, etc. This is due to the increase in social problems among teenagers and young adults, both in rural and urban areas. Institutions or associations that are close to the society, such as mosques or teachers and parents association, should be used as a platform to start up these programs. Third, retirees should also be given the opportunity to harness their knowledge, skills, abilities, and other characteristics in the existing nation's programs, such as national service or youth activities, where they can be appointed as the facilitators, counselors, or speakers. Finally, government retirees, especially former teachers, can provide tuition classes especially for students with financial constraints in the rural areas. Apart from enhancing their knowledge, skills, abilities, and other characteristics, retirees can contribute to the students' as well as to the nation's development at large.

REFERENCES

- Arrowsmith, J. and McGoldrick, A.E. (1997). *A flexible future for older workers? Personnel Review*, 26:258-273.
- Barth, M., McNaught, W. and Rizzi, P. (1993). Corporations and the workplace. In Mirvis, P.H. *Building the Competitive Workforce: Investing in Human Capital for Corporate Success*. New York: John Wiley & Sons. 156-200.
- Blanchard, P.N. and Thacker, J.W. (1999). *Effective training: Strategies, systems, and practices*. Upper Sadle River, NJ: Prentice-Hall, Inc.
- Bloom, B.S. (1984). The 2 sigma problem: The search for methods of group instruction as effective as one-to one tutoring. *Educational Researcher*, 13:4-16.
- Butters, J. (2002). *Managing the mental and emotional aspects of retirement*. *Leadership in Health Services*, 15:6-11.
- Carter, C. (2004). When your gurus walk out the door: A four-phase system to capture critical knowledge from retirees. *Knowledge Management Review*. 7:16-19.
- Daud, N. (January 30, 2005). MPK perkenal sistem kitar semula tenaga kerja manusia. *Utusan Malaysia*, B2.
- Department of Statistics (2011). Labor force survey report: First quarter 2011. from http://www.statistics.gov.my/english/frameset_labour.php?file=labourforce on June 13th, 2011.
- Desimone, R.L., Werner, J.M. and Harris, D.M. (2002). *Human resource development*. 3rd ed. Ohio: South-Western.
- Dooley, B. (1996). At work away from work. *Psychologist*. 9:155-163.

- Dunnette, M. (1976). Aptitudes, abilities and skills. In M. Dunnette (ed) *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally.
- Economic Planning Unit. 2010. *Mid-Term Review of the Eighth Malaysia Plan 2006 – 2010*. Putrajaya, from <http://www.epu.jpm.my/New%20Folder/development%20plan/midterm-RM9.htm>
- Feldman, D.C. (1994). The decision to retire early: A review and conceptualisation. *Academy of Management Review*. 19:89-112.
- Fleishman, E.A. (1972). *On the relation between abilities, learning and human performance*. *American Psychologist*. 27:1017-1032.
- Henderson, R.I. (2000). *Compensation management in a knowledge-based world*. 8th ed. New Jersey: Prentice Hall.
- Heneman III, H.G. and Judge, T.A. (2003). *Staffing Organizations*. 4th ed. Boston: McGraw-Hill Irwin.
- Ivancevich, J. M. (2003). *Human resource management*. 9th ed. New York: McGraw Hill.
- Kerschner, H.K. and Hansan, J.E. (1996). *Retirees' resource guide for productive lifestyles*. Virginia: American Association for International Aging and Hansan Group.
- Krager, K., Ford, J. and Salas, E. (1993). Application of cognitive, skill based and affective theories of learning outcomes to new methods of training evaluation. *Journal of Applied Psychology*. 78:311-339.
- Lachman, M.E. (2001). *Handbook of midlife development*. New York: John Wiley and Sons Inc.
- Liebowitz, J. (2004). Bridging the knowledge and skills gap: Tapping federal retirees. *Public Personnel Management*. 33:421-447.

Lim, K.G. (2002). *An empirical study of older workers' attitude towards the retirement experience*. *Employee Relations*, 25:156-169.

Lum (1992). Welfare need of the elderly. In caring society: Emerging issues and future directions. Cho Kah Sia and Ismail Muhd Salleh (Eds.), Institute of Strategic and International Studies (ISIS) Malaysia, Kuala Lumpur.

Martocchio, J.J. (2004). *Strategic compensation: A human resource management approach*. 3rd ed. New Jersey: Prentice Hall.

McNaught, W. and Barth, M. (1992). Are older workers "good buys"? A case of Days Inn of America. *Sloan Management Review*, 33:53-63.

Motowidlo, S.J. (2003). Job performance. In W.C. Borman, D.R. Ilgen, & R.J. Klimoski (Eds.), *Handbook of psychology: Vol.12. Industrial and organizational psychology* (pp. 39-53). Hoboken, NJ: John Wiley & Sons.

Patrickson, M. (1994). Workplace management strategies for a new millennium. *International Journal of Career Management*, 6:25-32.

Patrickson, M. (2002). *Teleworking: Potential employment opportunities for older workers?* *International Journal of Manpower*, 23:704-715.

Podsakoff, P., Mackenzie, S., Paine, J. and Bachrach, D. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26:513-563.

Public Service Department (2005). Maklumat persara. Putrajaya, from <http://www.jpa.gov.my/i-mapsa/Default.aspx?alias=www.jpa.gov.my/i-mapsa/perangkaan>

Public Service Department (2007). *Maklumat persara*. Putrajaya, from <http://www.jpa.gov.my/i-mapsa/Default.aspx?alias=www.jpa.gov.my/i-mapsa/perangkaan>

- Public Service Department (2011). Maklumat persara. Putrajaya, from <http://www.jpa.gov.my/i-mapsa/Default.aspx?alias=www.jpa.gov.my/i-mapsa/perangkaan>
- Steinberg, M., Najman, J., Donald, K., McChesney-Clark, G. and Mahon, C. (1994). *Attitudes and practices of employers and employees towards older workers in a climate of anti-discrimination*, Department of Social and Preventative Medicine University of Queensland, Queensland.
- Sterns, H.L. and Gray, J.H. (1999). Work, leisure & retirement. In Cavanaugh, J.C. & Whitbourne, S.K. *Gerontology: An interdisciplinary perspective*. New York: Oxford University Press.
- Taylor, P. (2001). *Comparative policy approaches towards older workers: A Report for Scottish Enterprise*, Open Business School, Milton Keynes.
- Turner, M.J., Bailey, W.C. and Scott, J.P. (1994). *Factors influencing attitude towards retirement and retirement planning among midlife university employees*. *Journal of Applied Gerontology*, 13:143-156.
- Whitbourne, S.K. (2001). *Adult and development aging: Bio psychosocial perspectives*. New York: John Wiley and Sons.
- Yeatts, D.E., Folts, W. and Knapp, J. (1999). Older workers' adaptation to a changing workplace: employment issues for the 21st century. *Educational Gerontology*, 25: 331-47.