

Occupational prestige and basic need satisfaction at work as predictors of the pre-retirement anxiety among Nigerian university lecturers

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Abstract

To build a solid knowledge base for ideas that would improve the well-being of retiring lecturers in Nigerian universities, we investigated the predictive roles of occupational prestige and basic need satisfaction at work in pre-retirement anxiety among Nigerian university lecturers. Using a purposive sampling technique, we selected 210 (males=53%; females=47%) prospective retirees to participate in the study. Their ages ranged between 60 and 70 years (M= 65; SD=4.83). Hierarchical Multiple Regression results showed that occupational prestige significantly and negatively predicted pre-retirement anxiety; basic need satisfaction at work significantly and negatively predicted pre-retirement anxiety, both of which confirm the two hypotheses of the study. The result indicated that the deteriorating occupational prestige of university lecturers, orchestrated by a lack of positive attention from the Nigerian government, triggers pre-retirement anxiety. Thus the study recommended that government should improve the satisfaction of the basic needs at work and the occupational prestige of Nigerian university lecturers, as doing so will provide clear retirement goals for Nigerian university lecturers.

Keywords: Basic need satisfaction at work, Nigerian university lecturers, Occupational prestige, Organisational commitment, Pre-retirement anxiety

Introduction

Recently in Nigeria, universities do not attract, retain and maintain competent, satisfied, motivated and proactive lecturers (Karimatu & Mohammad, 2020). As observed, this is not possible due to the neglect of the basic need for job satisfaction of Nigerian university lecturers (Odo & Nwoke, 2019) and their occupational prestige for work engagement (Nwagwu, 2015). Nigerian university lecturers now face the problems of pre-retirement anxiety (Karimatu & Mohammad, 2020), psycho-social pre-retirement plans (Amini-Philip & Kinanee, 2019), motivation and job performance (Abdulsalam & Mawoli, 2012), work engagement (Nwagwu, 2015), and job satisfaction because of the lack of occupational prestige (Ige, 2014) and basic needs to satisfy them at work (Odo & Nwoke, 2019). Whether in government, missionary or private-owned universities, Nigerian university lecturers perceive retirement as the most unyielding career transition and challenge (Eboh & Ohia, 2021).

The basis for the relentless push to change to better retirement well-being resulted from a lack of basic needs for satisfaction at work and in retirement, as

identified by Onijigin (2020). Similarly, constant strikes among Nigerian lecturers in federal universities are to attain better basic need satisfaction at work (Ojeifo, 2014) and the quest for government grants for research, workshops, and conferences (Oyetakin et al., 2012). Also, insufficient power and stationery supply, salaries and retirement benefits, and non-financial and psychological assistance from university management are a few issues of basic need satisfaction at work that possibly activate Nigerian university lecturers pre-retirement anxiety (Abrassart & Wolter, 2019). "Additionally, lack of occupational prestige, problems of managing irregular or non-payment of salaries, pay disparity among lecturers on the same grade level in different universities, and allowances with retirement benefits (Fapohunda, 2012) might set off pre-retirement anxiety". Similarly, inadequate infrastructure (e.g., lecturers' offices, classrooms, and equipment of lecturers' offices and classrooms), lack of enabling environment for teaching and research (Oziengbe & Obhiosa, 2014), inconsistency in policies and implementations of memorandum of understanding and action on the part of federal and state government, and vague retirement policies (Salau et al., 2020)

possibly trigger pre-retirement anxiety among Nigerian university lecturers. Ugwu et al. (2019) defined pre-retirement anxiety as fear, worry, and apprehension that possible retirees experience when approaching their retirement. Retirement from Nigerian universities is certain, with a sense of hesitation (Inaja & Chima, 2013). Nigerian university lecturers perceive retirement as a hazard and stress (Amini-Philips, 2019), occasioned by the nervousness and twists retirees go through in the form of screenings, bribing and lobbying before receiving the rights to their benefits and entitlement (Fapohunda, 2013). "Although some Nigerian university lecturers perceive retirement as a transition from enthusiastic participation in the world of work to a world of leisure (Inaja & Chima, 2013), others see it as a time to pursue their denied basic need for satisfaction at work, occupational prestige, and retirement goals through other institutions and means to avert retirement anxiety (Henning et al., 2019). There are suggestions that the retirement challenges faced by Nigerian university lecturers may be due to the non-actualisation of their vocational and perceived retirement dreams (Amune, 2015). Also, a lack of financial self-

efficacy (Onoyase, 2013), fulfilling basic needs for satisfaction at work, and achieving professional prestige may trigger worries in pre-retirement and retirement. The worst in Nigerian universities is that employees' retirement benefits, pensions, and gratuities are often delayed or not paid at all (Kpolovie & Obilor, 2013; Osakede et al., 2018). Despite the 2004 pension reform, the pension fund scheme seems to have been placed on hold by outright corruption and embezzlement (Amini-Philips, 2019), mismanagement, and diversion of funds (Fapohunda, 2013). All these issues influence Nigerian university lecturers pre-retirement anxiety"

Oziengbe and Obhiosa (2014) stated that in Nigeria, whenever university lecturers are demanding, challenging, or staking specific claims or changes, they aim to restore their lost occupational prestige and capture the basic need satisfaction at work. Silman (2014) defined basic need satisfaction as the necessities that lecturers require to be happy at work for better work engagement, thriving at work, motivation, proactive work behaviour, organisational commitment, vocational identity, and adaptation. This basic need for satisfaction at work, according to Tiwari and Garg (2019), has three essential factors, namely autonomy,

competence, and relatedness necessary for employee work engagement.

In particular, the Self-Determination Theory (SDT) states that understanding the what (i.e., the content) and the why (i.e., the process) of goal pursuits requires a knowledge of these three psychological needs: the need for competence, the need to feel connected to others (relatedness), and the need to be in charge of one's own life (autonomy) (Deci & Ryan, 2000). It assumes that humans have an innate tendency towards vitality, integration, and health. It also assumes that this organismic tendency will be realized given appropriate conditions but the reverse is the case in situations of threat or deprivation. In other words, human needs describe the conditions required for psychological health or well-being, and satisfying them guarantees the best functioning of the mind. Another claim is that each of these three needs is important for optimal functioning such that none of them can be overlooked or ignored without causing problems (Deci & Ryan, 2012; Tiwari & Garg, 2019).

Our study is anchored in Maslow's Hierarchy of Needs (Maslow, 1970) and the Self-Determination Theory (Deci et al., 2013; Deci et al., 2017). The concepts of basic need satisfaction at work and

pre-retirement anxiety relate to Maslow's Hierarchy of Needs (Maslow, 1970). Maslow's Hierarchy of Needs about work is a motivational and personality theory in psychology that comprises the five-tier model of human needs for well-being and breakthrough (Saeednia, 2009). The Hierarchy of Needs Theory is often depicted as ordered levels of a pyramid. From the bottom of the pyramid upwards, the requirements are physiological, safety, love, esteem, and self-actualisation (Uysal et al., 2017). The first two levels (physiological and safety) represent the basic needs of Nigerian lecturers for better career satisfaction and well-being (Colledani et al., 2018). At the same time, the other two (love and esteem) represent occupational prestige (Broeck et al., 2016). The pre-retirement anxiety in Nigeria is more glaring (Ujoatuonu et al., 2018) because of the lack of basic needs for satisfaction at work (i.e., psychological and safety). For example, providing offices and equipment, paying allowances, salaries and other funding create a conducive work environment and other workplace supports. Also, whether a Nigerian university lecturer would live and worry after retirement may be influenced by occupational prestige, that is, love,

vocational identity, and appreciation for the occupation (Abrassart & Wolter, 2019). Nigerian university lecturers, for instance, have made vital contributions through other means to meet their basic needs for job satisfaction. They need to increase their positive sense of self-worth and show other workers that perseverance pays off since they are at the centre of creativity, morale, and national advancement (Abdulsalam & Mawoli, 2012).

Hypothesis

Below is our hypothesis based on Maslow's Hierarchy of Needs Theory, empirical studies, and scientific observations:

H₁. Basic need satisfaction at work will be a significant negative predictor of pre-retirement anxiety among Nigerian university lecturers.

However, the Nigerian government, educational and labour sector management believe that the more exalted university lecturers' occupational prestige and present basic need satisfaction at work are, the less value these employees hold for their government, educational and labour organisation management (Monogbe & Monogbe, 2019). Moreover, they are of the view that the more significance other

citizens are attached to such employees and their organisation (Ugar, 2018), the less respect they might accord to university management, people with high social status, and the government.

Hargreaves (2009) states that teachers' professional and socio-historical prestige is influenced by their salary, position, expertise, emotional intelligence, and credentials. University lecturers' occupational prestige is relative to employees' social standing and class based on their professional status rather than the unique personal attributes of employees. Occupational prestige, which is based on the worthiness of the occupation, generally represents admiration, respect, and consensual nature used in rating a particular occupation or vocation in a society (Smak & Walczak, 2017). Occupational prestige therefore is an attribute shaped on the basis of gender and perceptions (Crawley, 2014) and identity with the appraisal of the re-enacted function and arrangements taken in social relations (Duemmler & Caprani, 2017). Moreover, public perception of the integrity of an industry can alter the prestige associated with that particular profession (Hargreaves, 2009). Smak and Walczak (2017) found that one of the attention-

grabbing points in occupational prestige research is people's method of ranking careers. Some use the degree to which they would like the job themselves, depending on their gender (Crawley, 2014); others use the level of scientific or specialist knowledge the individual needs to hold the position (Abrassart & Wolter, 2019).

Compared with other professions, teaching and lecturing have been considered a less attractive and desirable line of work in Nigeria (Adedayo et al., 2017). In the survey of occupational prestige in Nigeria, teachers and lecturers were categorised as the lowest in finance (Onoyase, 2013) and graded high in terms of morals (Ibrahim & Ibrahim, 2014). Lecturing in Nigeria is an occupation with relatively high prestige before the '90s (Abrassart & Wolter, 2019); it is the third top of 16 categories on the Occupational Prestige Scale (Ibrahim & Ibrahim, 2014). On the other hand, the categorisation of lecturers among the lowest salary earners (Fapohunda, 2012), yet best in morals, organisational commitment, work engagement, and roles (Abrassart & Wolter, 2019), is enough to create apprehension and worry because of their high vocational identity.

On the same continuum, Self-Determination Theory views human behaviour as growth-oriented and proactive (Deci & Ryan, 2012), especially regarding motivation, personality, development within the embedded social contexts, and retirement (Deci et al., 2013). From a pre-retirement perspective, this theory is seen as the bright and shadowy sides of human conduct, manifesting as a result of the interaction between people's psychological needs at work and the sources of support for increased occupational prestige through the social environment (Ujoatuonu et al., 2020). Self-determination theory in our research, is crucial to personal resources like autonomy, competence, and relatedness of employees. resources are necessary to address the shortage of basic needs at work and maintain professional prestige while dealing with pre-retirement anxiety. Lack of basic need satisfaction at work and occupational prestige is assumed to affect employees' adjustment (Adams et al., 2017) in pre-retirement if resources change over retirement (Ujoatuonu et al., 2018).

Hypothesis

Below is our hypothesis based on the Theory of Self-Determination, empirical studies, and scientific observations:

H₂. Occupational Prestige will be a significant negative predictor of pre-retirement anxiety among Nigerian university lecturers

Method

Participants

A total of 210 prospective retirees comprising 111 males and 99 females participated in the study. Their ages ranged between 60 and 70 years ($M= 65$; $SD=4.83$). The sample consisted of university lecturers who had less than ten years to retire. They were all Christians and sampled using the purposive sampling technique. Collins et al. (2007) opined that purposive sampling is a technique in which the population under study is a typical case that provides characteristic requisite data or information for a specific population of interest to the researcher. Amune et al. (2015), in their study, revealed that retirement worries and nervousness start at least ten years before retirement. Because of these, the researchers based their selection on those most representative of the issue involved in the research from nine (9) federal universities

in Nigeria. Since most state and private universities employ retired lecturers on a contract basis for an extended period depending on their age, they were exempted from the study.

Instruments

Nigerian Pre-retirement Anxiety Scale (NPAS)

The Nigerian pre-retirement anxiety scale is a 15-item scale developed by Ugwu et al. (2019) to assess the pre-retirement anxiety of potential retirees. Scores on items are on a five-point Likert scale ranging from 1, "strongly disagree", to 5, "strongly agree".

Sample items include: "I will not want to retire because I will not be able to offset my health-related bills." Respondents indicate the extent to which they agreed with the listed statements regarding their opinion over retirement. Five positively worded items are always on reverse scoring. High scores indicate high pre-retirement anxiety, and low scores indicate low retirement anxiety. The NPAS has three dimensions: moral obligations (6 items –providing shelter, food, and security for their children and other dependents), preparedness (5 items – financial savings and investments), and social alienation (4 items – fear of being neglected and irrelevance in the family or

society). The authors reported the reliability and validity of the instruments. The subscales yielded Cronbach's α coefficients of .78, .74, and .73 for moral obligation, preparedness, and social alienation

respectively, and the total scale reliability coefficient was .73. The authors reported internal consistency reliability, Cronbach's alpha (α) of .89. The items yielded good internal consistency reliability, Cronbach's alpha (α) of .73 from the study.

Basic Needs Satisfaction at Work Scale

Basic Needs Satisfaction at Work Scale is a 21-item measure developed by (Deci & Ryan, 2000) to assess essential requirements for fulfilment at work in general and relationships in particular. For example, it evaluated how employees experience basic need satisfaction at work while relating to their significant other. The instrument's scores are on a 7-point Likert scale ranging from 1 (Not at all true) to 7 (Very true). Nine of the 21 items are negatively worded and were reverse-scored before analyses. Higher scores are indicative of a higher level of satisfaction of needs. Sample items include: "Most days I feel a sense of accomplishment from what I do" and "I generally feel free to express my ideas

and opinions." The items yielded good internal consistency reliability, Cronbach's alpha (α) of .90 from the study.

Occupational Prestige Scale

We measured occupational prestige with the Perceptions of Occupational Status Survey (POSS) developed by Crawley and Cardinale (2008). The 22-item survey measures perceptions of occupational status and prestige, salary levels, the standard of living, levels of esteem and power inbuilt in a position, compulsory education and talents, and people's attributes thriving in the occupation. The instrument's scores are on a 6-point Likert scale ranging from 6 (strongly agree) to 1 (strongly disagree). The possible scores on the POSS range from 22 to 132. To score the POSS, code the responses such that strongly agree = 6, agree = 5, slightly agree = 4, slightly disagree = 3, disagree = 2, and strongly disagree = 1. Next, reverse the items 3, 4, 7, 9, 10, 12, 16, and 20. Sum the scores across the 22 items to obtain the final score. The higher the score, the greater the status the occupation is judged to have. Sample items include: "This occupation is highly valued in society" and "People must complete many years of education to qualify for a position in this

occupation." The items yielded good internal consistency reliability, Cronbach's alpha (α) of .96 from the study.

Procedure

We received an introduction letter from the Head of the Department of Psychology at the University of Nigeria, Nsukka. The researchers requested permission from the heads of departments at each university visited and pleaded for the compiled lists of their academic personnel list. Following a formal introduction, the researchers informed them of the research's confidentiality and delivered the questionnaire to lecturers who have less than ten years to retire and agreed to participate in the study. We then proceeded to administer and collect questionnaire copies from participants at each university. We distributed 240 questionnaires to the universities that were chosen. We notified all participants that their participation was entirely optional and that the data would be kept strictly confidential. Each copy of the

questionnaire takes about 10 minutes to complete. We chose the target population from the staff list. The population sample was determined from the copies received. Following the dissemination of the questionnaire, the 210 copies that were properly completed and returned were analyzed. We validated all the measurement scales and instruments to ascertain if they fit the present study. Hence we found all the questionnaires valid and reliable for the study.

Design /Statistics

The study is a survey for which we adopted a cross-sectional design. Hierarchical multiple regressions were used as the statistical tool to predict pre-retirement anxiety from the scores of basic need satisfaction at work and occupational prestige.

Results

The correlations of the demographic variables and study variables are shown in Table 1, while the regression analysis findings are in Table 2.

Table 1: demographic variables and their inter-corrections

Variables	1	2	3	4	5	6	7
1 Gender		-					
2 Education	-.3						
3 Years of work left	.05	.00					
4 BNSatWork	.12	.07	.02				
5 Occu. Prestige	.03	.15*	-.01	.29***			
6 Preetirement anxi	-.00	-.03	.00	-.16*	-.19**	-.04	

*** $p < .001$; ** $p < .01$; * $p < .05$

The correlations in Table 1 showed that none of the demographic variables was significantly associated with pre-retirement anxiety, namely gender ($r = -.00$), level of education ($r = -.03$), and the number of years of work left before retirement ($r = .00$). There was a significant positive association between education and occupational prestige ($r = .15$, $p < .05$). Basic need satisfaction at work had a significant positive relationship with occupational prestige ($r = .29$, $p < .001$), showing that Nigerian university lecturers who were more satisfied with their basic need satisfaction at work had higher

occupational prestige scores. Basic need satisfaction at work negatively predicted pre-retirement anxiety ($r = -.16$, $p < .05$), which indicated that Nigerian university lecturers who were more satisfied with their basic needs at work were less anxious about retirement. Occupational prestige negatively predicted pre-retirement anxiety among Nigerian university lecturers ($r = -.19$, $p < .01$), indicating that higher perceived occupational prestige by Nigerian university lecturers was associated with having lower reports of pre-retirement anxiety.

Table 2: Hierarchical multiple regressions predicting pre-retirement anxiety by basic need satisfaction, and occupational prestige

Predictors	step 1		Step 2		Step 3	
	B	Beta (β)	B	Beta (β)	B	Beta (β)
BNSatWork	-.21	-.16*	-.20	-.15*	-.20	-.16*
Occu. prestige	-.14	-.18**	-.14	-.19**		
Adjusted R ²	.02		.05		.05	
ΔR^2	.02	.03		.00		
ΔF	6.22(1,226)		7.97(1,225)			

** $p < .01$; * $p < .05$; ΔR^2 = Change in R^2 ; ΔF = Change in F

In Table 2 (in step 1), we included the predictors and found the Nigerian university lecturers' basic need satisfaction at work to be a significant negative predictor of pre-retirement anxiety ($\beta = -.16$, $p < .05$). The B of $-.21$ was negative, indicating that each unit rise in basic need satisfaction at work was associated with a .21 unit reduction in pre-retirement anxiety of Nigerian university lecturers. Basic need satisfaction at work explained 2% of the variance in pre-retirement anxiety ($\Delta R^2 = .02$), and the F Statistics associated with this contribution to pre-retirement anxiety was significant, $F(1, 226) = 6.22$, $p < .05$. In the second step of regression (step 2), occupational prestige significantly and negatively predicted

pre-retirement anxiety ($\beta = -.19$, $p < .01$). The unstandardised regression coefficient (B) was .14, showing that for every one unit rise in occupational prestige, pre-retirement anxiety reduces by .14 unit. The contribution of occupational prestige to explaining Nigerian university lecturers' pre-retirement anxiety variance was .03 ($\Delta R^2 = .03$). The F statistics for the contribution of occupational prestige in pre-retirement anxiety of Nigerian university lecturers was significant, $F(1, 225) = 7.97$, $p < .01$. The β $-.19$, which showed that occupational prestige was a lightly stronger predictor of pre-retirement anxiety than basic need satisfaction at work (β $-.16$).

Discussion

The primary goal of this study was to examine the predictive roles of basic need satisfaction at work and occupational prestige in pre-retirement anxiety among Nigerian university lecturers. As expected, basic need satisfaction at work and occupational prestige negatively predicted the pre-retirement anxiety of Nigerian university lecturers. The result showed that basic need satisfaction at work was a significant negative predictor of pre-retirement anxiety among Nigerian university lecturers. Hence the hypothesis, which stated that basic need satisfaction would significantly predict pre-retirement anxiety among Nigerian university lecturers, is confirmed, as this finding supports it. Our result is consistent with previous findings (e.g., Abdulsalam & Mawoli, 2012; Amini-Philips, 2019; Broeck et al., 2016; Tiwari & Garg, 2019; Ujoatuonu et al., 2018; Van den Broeck et al., 2016; Williams et al., 2014). The results of our study also showed that Nigerian university lecturers are not pleased with their basic needs at work which triggers their pre-retirement anxiety; hence the continuous strike to improve their basic need satisfaction at work and avert pre-retirement anxiety. Our result found occupational prestige to be a significant negative predictor of pre-

retirement anxiety. The finding agrees with the hypothesis, which stated that occupational prestige would significantly predict retirement anxiety. Hence the hypothesis is confirmed. The result is consistent with the finding of earlier studies (e.g., Abrassart & Wolter, 2019; Adedayo et al., 2017; Duemmler & Caprani, 2017; Garba & Mamman, 2014; Ibrahim & Ibrahim, 2014; Oziengbe & Obhiosa, 2014; Salau et al., 2020; Smak & Walczak, 2017). Our result showed that the diminishing occupational prestige of university lecturers is part of the pre-retirement anxiety lecturers experience towards the end of their service. Hence the government's lack of positive attention towards university lecturers has continued to receive constant agitations that culminate in regular strikes (Oyetakin et al., 2012). Moreover, our study found a positive association between the level of education and occupational prestige. The result showed that education and occupational prestige could enhance Nigerian university lecturers' well-being in the pre-retirement and retirement stages.

Our result also showed that higher educational levels mean higher perceived occupational prestige by university lecturers. Hence we summarised that the citizens with higher education

understand the need to attach accrued occupational prestige to Nigerian university lecturers who experience no basic need satisfaction at work.

Implications of the findings

The results of the present study have both theoretical and managerial implications. Theoretically, they contribute to pre-retirement anxiety, basic need satisfaction and occupational prestige education knowledge by offering possible solutions to pre-retirement anxiety issues. Moreover, these theoretical implications were borrowed from Maslow's Hierarchy of Needs Theory which states that if the minimum level is not actualised to a degree, the next level cannot be fundamental. Non-realization of Maslow's most minor level in his pyramid structure might trigger pre-retirement anxiety. Similarly, according to Self-Determination Theory, three primary and universal psychological requirements propel lecturers to grow and evolve in university organisations. University lecturers can become self-determined, according to this theory, when their demands for competence, connection, and autonomy are realistic. These are equally vital needs for work engagement, thriving at work, workability, organisational commitment, job satisfaction and professional success that

elevate occupational prestige and reduce pre-retirement anxiety. University lecturers with basic needs for satisfaction at work and high occupational prestige can achieve their clear retirement goals, help their nation grow and develop and avert pre-retirement anxiety for better retirement well-being.

Meanwhile, university management and government might use the results of the study to identify and encourage measures to avert pre-retirement anxiety by providing basic needs satisfaction at work, and elevating the occupational prestige of university lecturers as a practical or managerial initiative. We also emphasise the importance of studies on pre-retirement anxiety issues and their influence on national development. Because the Nigerian government and the management of the educational sector have ridiculed education, they continue to fast forward its growth to the past. The people now in charge of the affairs of Nigerian education lack the political will to execute policies that will promote the basic need satisfaction at work and occupational prestige of university lecturers. At the same time, educated citizens like university lecturers now seek greener pastures abroad with loads of intelligence, experience and

smartness being drained from the country's workforce. University management and government should, in consequence, strive to reduce the impact of lack of basic need satisfaction at work and occupational prestige of pre-retirees by creating techniques to curb pre-retirement worries and apprehension. They may, for example, call for a town-hall meeting or ask lecturers to submit to the management issues on basic need satisfaction and occupational prestige that need urgent attention.

Limitations and Future Directions

This study has several limitations. Despite the reliable findings of our hypotheses, our study has numerous flaws that should be highlighted for future research. First, the pre-retirement anxiety scale we used only looks at dimensions and elements relevant to Nigerian university lecturers. Apart from the limitations in dimensions of pre-retirement anxiety measures, causality, cross-cultural and longitudinal design, the present study relied on a sample of pre-retirees from universities who completed self-report measures that focused on occupational prestige rather than on occupational and economic status. The inadequate evaluations of professors approaching-retirement were not a concern in the study. Future researchers should enhance the sample

size and area by recruiting participants from other federal universities across the country to evaluate the level of relatedness with pre-retirement anxiety of university lecturers and cross-validate this study's outcome for generalizability. Religious and ethnic participation must be researched in larger study populations with a broader range of religious denominations and ethnicities to enhance the generalizability and application of study findings. Further research should involve participants with a variety of demographic traits and more objective measurements as independent variables.

Conclusion

The pre-retirement anxiety is an essential feature of a work attitude that fuels the development of a fully functional individual in the pre-retirement and retirement stages. Maslow's Need Hierarchy and Self-Determination Theory establish a solid foundation for believing that employees and pre-retirees, in particular, have an inbuilt desire to grow and become fully functional. Pre-retirees are apprehensive when occupational prestige is lacking and specific needs for satisfaction at work are not in place. Once these are addressed, pre-retirees will have better work engagement, experience workability and clear retirement goals, practice organisational

citizenship behaviour and promote optimal employee motivation. Understanding the intricate web of relationships with things like

fundamental need satisfaction and professional status can exacerbate or reduce pre-retirement anxiety among individuals approaching retirement.

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