

PROJECT ABSTRACT

Master of Business Administration
Finance Option

Adventist University of Africa

School of Postgraduate Studies

**TITLE: AN ACTION PLAN TO FOSTER ADEQUATE PREPARATION
FOR RETIREMENT FOR SEVENTH-DAY ADVENTIST
EMPLOYEES OF WEST CAMEROON
CONFERENCE**

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Retirement is an inevitable stage in the lives of workers. It is a transition from the world of work into a world of less rigorous activity and more rest and recreation, especially if retirement is due to old age or long years of service. Adequate preparation for retirement is a great challenge for workers and management in organizations. Many persons in the world, including church workers, are dealing with this problem daily.

This study assessed the preparations of current employees towards their future retirement and proposed an action plan that would promote adequate preparation for retirement in the West Cameroon Conference of the Seventh-day Adventist for employees. The research was conducted using simple descriptive statistics. The population in this study was 384 including pastors, teachers and medical personnel of Adventist West Cameroun conference. Data were gathered through questionnaires,

which were administered to the latter by the researcher. The results are based on data collected from 105 respondents.

The study findings revealed that most Adventist workers do not adequately prepare for retirement. In particular, the study indicates that the workers have not even really stopped to think about their retirement years. This is shown in the level of “undecided” answers through the survey. Most importantly, employees are not prepared financially. In relation to this, the workers do not seem to realize that their employers do have a role to play in that situation. They were vaguely aware of what should and could be done by their employing organization.

The study recommends an action plan that Seventh-day Adventist organizations, especially West Cameroon Conference, can use to encourage workers to adequately prepare for a better retirement.

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A project
presented in partial fulfillment
of the requirements for the degree
Master of Business Administration

by
Guillaume Calvin Ndoumbe

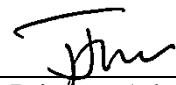
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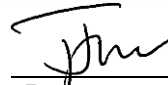
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CHAPTER 1

INTRODUCTION

Background of the Study

Retirement is an inevitable stage in the lives of workers. It is a transition from the world of work into a world of less rigorous activity and more rest and recreation, especially if retirement is due to old age or long years of service. Feldman (1994) describes retirement as an “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 after that”(p. 285). In this current study, retirement is the point in time when an employee stops working actively as a result of reaching standard retirement age which is usually defined by a country’s tax laws and/or state old-age pension rules.

Pension insurance is viewed as the retirement benefit paid frequently with the amount based usually on the duration of employment and the amount of pay that the pensioners used to have during active service. Similar to many developing countries, the retirement pensions are undoubtedly the most important benefit provided by the Cameroon Social Security System. Retirement planning has two aspects.

The first relates to the responsibility of the government to support retirees during retirement through different retirement plans, some with a mandatory contribution. Second, the responsibility of individuals to plan for their retirement by investing or by saving enough money for their financial needs in retirement years.

All over the world, there are retirees living long after retirement. The world's population is steadily growing older. The prospect of enjoying a retirement lasting 20 to 30 years is already a reality for many. In many countries, 65 years old is regarded as the onset of old age based on the social security laws. Today, the reality of retirement is complex. Many working-age people are concerned about how they would fund their so-called golden years because of poor saving rate, rising health care costs, and high life expectancy. Indeed, due to insufficient saving, the majority of working people are afraid to face their retirement time (HSBC Global Report, 2013). Therefore, individuals cannot think of retirement as just resting in the "golden years." Instead, they must plan and save far in advance of retirement to be able to be financially comfortable during those years.

In many countries, governments have established retirement plans to help people who face problems of old age. In Africa, especially in the Republic of Cameroon, the situation of these people is pitiful. Many of them consider it to be the duty of the government to take care of them by putting in place a plan for retirees. But, is it fair to leave this role to the government alone? It may be better if this important role is effectively managed by the State, the former employer, and the individual himself.

Retirement planning may no longer consist of setting money aside each month. Rather, it involves deliberate preparation that seeks to secure the holistic wellbeing of the retiree. The future of retirement is expected to see a fundamental change in people's lifestyles with a growing aspiration to combine work and leisure to help manage the costs of longer life expectancy. This means that workers have to plan early when they are still at the beginning of their career. In other words, the decision a worker takes today will determine his future life.

In January 2010, the Cameroon syndicate of veterans (ex-servicemen), went to the Prime Minister's office requesting that their retirement allowance be equal to those of their Europeans colleagues. Two months later retirees of the former company National Coffee and Cocoa Board went to the same Prime Minister Office demonstrating and asking the payment of their rights. In November 2013, the Prime Minister office was once again invaded by many syndicates of retirees coming from all over the country, requesting the government to intervene for the payment of their allowances. A few months later, it was the turn of the governor office to be invaded. In January 2014, a worker of a big company requested the postponement of his retirement arguing that he needed more years to prepare because he had not built a house yet. This phenomenon is not an isolated case. While these cases are painful, they are not unique and have been witnessed also in the Church, especially in the Seventh-day Adventist Church in the West Cameroon Conference.

Problem Statement

In spite of the social security policies of Cameroun government and the retirement plan put in place by the Seventh-day Adventist Church at the West-Central Africa Division level, as well as the welfare plan practiced in the Cameroon Union Mission, there is a great concern that many church workers may retire without adequate preparation and financial resources in the near future. In West Cameroon Conference of the Seventh-day Adventist Church, for instance, the life of many retirees is pitiful. They hardly have enough to take care of themselves. This situation could lead to immense health issues and mental crisis stemming from their deplorable living. Therefore, it seems important to explore the preparations of current employees towards their future retirement and propose an action plan that would promote

adequate preparation for retirement in the West Cameroon Conference of the Seventh-day Adventist for employees.

Research Questions

1. What is the attitude of the employees towards their future retirement?
2. What financial, mental, social and physical preparedness are employees engaging in for retirement?
3. To what extent is the organization adequately preparing their employees for retirement?
4. To what extent are current employees ready for their future retirement?
5. Based on the study results, what action plans can be proposed to help employees adequately prepare for retirements?

Conceptual Framework

Figure 1 shows the conceptual framework of the study. Apart from the social security provided by the government, in preparing for retirement the individual employees have a key role to play. They must save towards retirement and prepare physically, mentally and socially as well. In addition, organizations also have a responsibility to educate and advise their employees about impending retirement and preparation. Also, organizations need to contribute to the financial retirement benefits of their employees. When individuals and organizations partner for retirement, it provides an opportunity for the employee to have a smooth transition from work to retirement. Also, the attitude of the worker towards retirement can be positive or negative. Those who have a negative attitude toward retirement are usually not ready to embrace retirement as part of normal life.

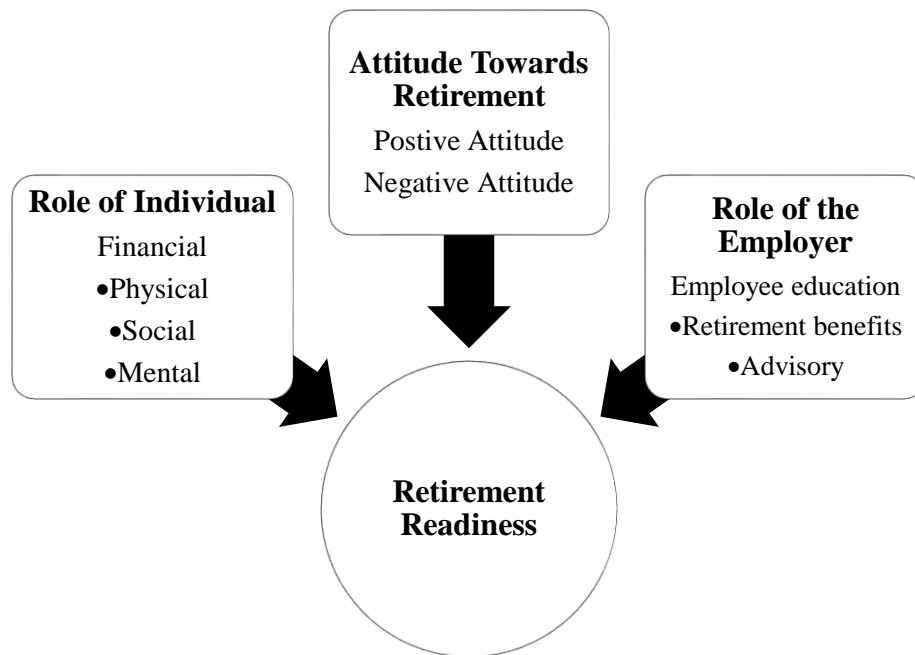


Figure 1. Conceptual Framework of the Study

Significance of the Study

For many workers, retirement is the end of life due to the fact that the life situation of previous retirees is pitiful. This study plays a crucial role in outlining the importance of adequate preparation for retirement in the lives of retirees in Cameroon Union Mission in general and particularly in the West Cameroon Conference. Knowledge of adequate preparation for retirement in Cameroon is limited and often negative. The results of this study aim to enhance understanding of retirement and to help employees to understand that retirement preparation has a big effect on their health, their spirituality, and their social wellbeing.

Also, the outcome of this study will encourage and persuade workers to put more emphasis on the preparation for retirement. Furthermore, it will persuade all actors in the process of retirement, to provide more regulatory frameworks in preparing workers for their future life. Specifically, it will motivate employees in

West Cameroon Conference to adhere to the welfare plan issued by the West Central Africa Division of the Seventh-day Adventists for better retirement life.

Scope and Limitations of the Study

This study is limited to three factors that can influence employees' level of readiness towards retirement. According to the conceptual framework of the study, employees, their attitudes and employers play a role in retirement readiness. Also, the study is limited especially to the West Cameroon Conference. Four administrative regions constitute the West Cameroon Conference including Littoral region with four divisions, West with seven divisions, South West region divided in five, and North West region with six divisions.

The specificity of the West Cameroon Conference is that two of the four regions are Anglophone and two are Francophone. The West Cameroon Conference has three secondary schools with about two hundred and seventy-two teachers divided into Church teachers and civil servant teachers led by sixteen staff. This Conference also has three primary schools and two nurses' schools for a total of thirty-five teachers and staff.

The West Cameroon Conference is the smallest Conference in Cameroon in terms of church members with 4,000 members conducted by twenty-eight pastors and five staff. For this number, we should add twenty-four lecturers of the Cosendai University campus of Douala and hospital workers of Buea.

The biggest limitation of this study is the geographic position of the respondent, because of the employees are in the area under the control of the separatists and the lack of money to go here and there because of the distance.

Definition of Terms

Attitude towards retirement: Is employees' negative/positive feelings or opinions regarding retirement.

Retirement planning: Is the planning one does to be prepared for life after paid work ends, not just financially but in all aspects of life.

Retirement Preparation: The process of making deliberate plans ahead of time that is necessary for smooth withdrawal from active working life.

Retirement readiness: Is the degree to which an employee is prepared to comfortably retire.

Retirement: The period of a person's life during which he/she is no longer actively working in a job or profession. The standard age for retirement according to the West Central Africa Division of the Seventh-day Adventist Church is 65 years.

CHAPTER 2

REVIEW OF LITERATURE

This chapter presents the reviewed literature that is related to the major variables of this research. It is the aim of this chapter to review the concept of retirement, financial, psychological, social, physical and spiritual preparation for retirement. Its goal is to provide current literature on the topic and form the basis for future research that may be needed in this topic.

Definition of Retirement

Generally, the concept of retirement refers to a dual image: it refers to the status of an individual or the individual who has this status (retired), and sometimes has a negative connotation (older person). This is not totally right or wrong depending on the considerations.

Retirement, according to the dictionary, is to “withdraw from one's position or occupation or from active working life.” Retirement usually refers to withdrawal from paid working life. That is generally consistent with the definition provided by the Oxford English Dictionary “To withdraw from office or an official position; to give up one’s business or occupation in order to enjoy more leisure or freedom (especially after having made a competence or earned a pension).”

But if we take this approach, the notion is not only fuzzy, it is also complex. The stylized case of an individual who quit the paid labor force after a working life with one employer and never again sought paid work would seem to represent a straightforward instance of retirement, but that is not the norm. Most people change

jobs several times in the course of working life, sometimes with intervening occasions of unemployment.

McDaniel (1995, p. 86) argues that in the later part of the working life, “the transition from employment to retirement ... is far from the smooth transition that has long been presumed. Instead, multiple transitions occur into and out of employment and into and out of the labor force.” One might “retire” (e.g., from teaching at age 50) and then start a new career, full-time or part-time, perhaps doing work related to an earlier career or perhaps doing something entirely unrelated. And such a return could occur even after several years of being out of the labor force.

Some who become unemployed or disabled may decide not to return to work but appear not to have retired because they receive employment-related benefits. Furthermore, many contemporary workers do not make a clear-cut break from full-time jobs one day to complete retirement the next. Pathways to retirement in the early 21st century are diverse and individualized processes that connect working lives to lives in complete retirement (Quadagno and Hardy, 1996). Therefore, retirement can be voluntary or involuntary; it can be gradual or sudden, and it can be temporary or permanent.

Retirement is also defined broadly as the departure event in an individual’s life course from a phase of the occupational life cycle (Atchley, 1993). Rather than a mere withdrawal from paid work, retirement in contemporary social contexts is a complex process inextricably linked with social structures and individual life adjustments. Typically, retirement involves reliance on pension instead of salary as the primary means of financial support and adapting to new options in later life such as leisure pursuits, voluntary activities, and second careers as said by (Szinovacz, 2003).

In view of all these approaches to retirement, it appears that the concept of retirement has a multidimensional and evolutionary definition. It sometimes refers to a social process, a status, or simply an event. All in all, retirement remains an institutional mechanism declaring a person as a retiree and a status assigned by society to an individual still active in certain areas of working life and who thus benefits from a retirement pension and benefits of social security. As a result, retirement rhymes with old age, disability, all of which are socially constructed. It is clear that the notion of retirement is complex and that no one definition will satisfactorily represent all situations.

Historical Development of Retirement

The history of retirement covers over more than three centuries the economic, social and industrial history of France and the world. Designed by Colbert in 1670 to recruit and retain the best military sailors (“Colbert,” *Encyclopedia Britannica*, 2018) this idea of retirement was then imposed on the state for its officials but also companies related to industrial development of the 19th century, including the railways and also companies run by ‘paternalistic’ or utopian’ bosses.

It always seemed to me that, as soon as we could organize something for the benefit of the workers, the first of the reforms should be to improve their position, to ensure their future and that of their family before even considering giving them direct participation in profits. I have always believed that the first step in this direction should be to ensure the worker against deprivation in case of sickness, need, accidents resulting in incapacity for work, old age finally to ensure the worker and his family against misery excerpt from the speech of J-B Godin (1880), founder of Familistere de Guise (Vermès and Pigeat, 2015).

In Germany, under socialist pressure, Bismarck set up a pay as you go pension system around (1880), the main lines of which are found in our current system (Fenge, and Scheubel, 2014). At the beginning of the 20th century, the French state set up free assistance for the elderly and infirm a few years before proposing in 1910 a

right to retirement for workers and peasants, which was quickly dismissed. A second attempt in 1928 was hardly more successful. The economic crisis of 1929, allows in 1930 to impose a first mandatory scheme for employees below a certain threshold. The war of 1939-1945, which ruined the pensions by capitalization, forces the governments of the time to think about a generalized system of retirement which showed much more solidarity (“Social Security,” *Encyclopedia Britannica*, 2018).

The English, under Lord Beveridge’s impetus, established a tax-financed pension system in 1942 with a minimum pension. In 1945, the national council of resistance entrusted Pierre Laroque with the task of setting up a global social protection system including retirement, which would be inspired by the systems set up by Bismarck and Beveridge (Jabbari, 2015). The foundations of our system, still in place since 1945, have been the subject since that date and by great social or political upheavals, essential reforms imposed by the major financial balances and demography.

In Britain, pressure for the introduction of state-owned pension began in the 1870s. The pamphlets of an Anglican clergyman, the Rev. William Blacky and of Charles Booth first drew attention to accrued poverty of many old people and the inadequacy of the poor law to deal with (Fried and Elman, 1969). The call for the introduction of some state provisions was taken up by trade unions movements and the new labor party. It also attached a few liberals prominent among them being Joseph Chamberlain.

In the 1900s, pension law in its modern form was not known in Cameroon. Instead, the people engaged in mutual and social undertakings. For instance, in matters of agriculture, the extended family operated as a social undertaking. As product increased a farmer could call upon a whole village or group of persons

notably a *njangi* group to work on his farm. Such groups were not paid but were treated to food and drinks as a sign of gratitude or compensation for the work done. This self-reliance scheme could not keep pace with the establishment of large plantations and industries as colonization took root. Permanent workers were being recruited and had to be paid salaries and wages.

The introduction of plantations in British Cameroon came with large scale employment of workers who abandoned their own farms to work for their new employers. As these plantations were established along the coastal line, notably Victoria, this resulted in the migration of Cameroonians especially from the Bamenda hinterlands to the coastal regions. These workers were only able to stay out of work during public holidays and non-working days and the employment was to last as long their work was efficient and profitable. As full-time workers, remuneration was weekly, fourth nightly, or monthly. As the workers became inefficient or unprofitable, they were sent away without any compensation and the aged had to turn to their families for assistance.

As a result of this hardship, a scheme was developed to cater for the welfare of workers after retirement. By this scheme, employers and employees contributed some part of their salary. This money was deducted before salaries were paid and at the end of the workers working life such money was computed and a lump sum paid back to him as retirement benefits or gratuity. Such traditional means was devised to ensure the protection of the household and the people at large against misfortune or suffering. It is estimated that the first attempt in British Cameroon to draw up a beneficial pension scheme was in 1922 but had limited scope since applicable only to a certain category of workers (Achancho, 2016) In fact, a pension was paid only to workers who held positions that were termed pensionable offices. That is those whose duties

were described as such by the ordinances. It was not enough to be employed to enjoy these rights.

The principle on which pension was paid resulted from the interpretation of the 1922 ordinance given by the secretariat of the southern province Lagos in memorandum B 1690/1922 (1923). The (1922) ordinance stipulated that consideration should be paid in the first place to the length of service of the official and to the manner in which he has performed his work. Efficiency above the average should be required as a condition of the grant of an allowance and the fifteen years' service mentioned in the regulation is the minimum required. So, much longer service should be required before any allowance is granted (Achancho, 2016).

A second consideration was the rate of the salary which had been paid to the officer in question. This had to fall within the specified index point.

Thirdly the aged and physical condition of the officer was also considered. In this connection, the pension was paid only if the officer was too old or was a handicap and so unable to obtain employment.

The modern approach is codified by various international organizations, notably the 1948 universal declaration of human right and the international labor organization convention No. 102. Both instruments elevate social security to the rank of universally recognized human right. These international instrument request that each state should implement a social security scheme that protects its citizens against the likely consequence of maternity, industrial accident and occupational diseases, unemployment, invalidity, sickness and death (Nangia, Njikam, and Yenshu, 2015).

In Cameroon, ordinance No. 73/17(1973) instituted a social and family protection scheme and the organization who manages this scheme is called the National Social Insurance Fund (NSIF). The National Social Insurance Fund is a

public institution endowed with legal status and financial independence and placed under the supervisory control of the Minister of Labor and Social Security. The National Social Insurance Fund deals essentially with two categories of users, namely the wage earner and members of his family or rightful claimants and employers (Ministry of Social Affairs, 2018; Nangia et al., 2015).

Retirement Preparedness

Financial Preparedness

Retirement preparedness is the process of planning and getting ready for life after active paid work ends, not just financially but in all aspects of life. According to Hershey and Mowen (2000), the problems associated with an increase in life expectancy and a decrease in the average age of retirement are compounded by the fact that most people wait too long before establishing a personal savings program. One study found that on average, individuals do not become interested in retirement finances until they are 48 years of age (Keating and Marshall, 1980).

All too often, this delayed involvement in financial planning translates into too little savings too late and the onset of psychological distress (Ferraro and Su, 1999). In a review of the economic literature on retirement preparedness, Poterba (1996) found that "only a small fraction of households reaching retirement age have accumulated assets worth more than twice their pre-retirement annual income" (p. 127).

This overall lack of financial preparedness, combined with the fact that most people are not covered by a private pension program will result in many retirees living at or below the poverty threshold during retirement. The failure to save for retirement can result in hardships not only for the individual but for society as well. On the basis

of the above considerations, a compelling case can be made for research that examines why individuals fail to adequately prepare for retirement.

Poterba (1996), an economist, has offered a number of different explanations for why individuals might fail to save for retirement: Some households may be myopic and fail to accumulate assets because they do not recognize the value of providing for their future. Some may be unlucky and experience lower earnings or higher expenses than they expected before reaching retirement. Others may have high discount rates and therefore choose to consume a high fraction of income while working at the expense of lower consumption when retired. Still, others may have incorrect expectations about their retirement income from Social Security, private pensions, and other sources, or about life expectancy and post-retirement consumption needs. The present study examines the level of financial preparedness of the SDA Church workers in West Cameroon Conference.

Financial hardship. Another major finding is how closely aligned paid work is becoming with retirement aspirations: most retirees would like to continue working in some capacity after retirement. This demonstrates that a more flexible attitude is developing to where work ends and retirement begins. Aspirations for retirement are however accompanied by a number of fears: financial hardship, poor health and a lack of money for good healthcare are all key concerns.

Financial hardship is a consistent fear across all countries but is more prevalent amongst women than men. Fear of financial hardship in later life is consistent across age groups, suggesting that although younger people may not be doing as much as they could to prepare for retirement, they are aware of the dangers of poverty in old age. In contrast to those aspiring to continue working in retirement,

many people are instead concerned about the possibility of having to work for longer than they want to as a result of financial constraints in later life.

Most individuals acknowledge that they may well fall short of their desired retirement income, believing that financially they are not preparing adequately for a comfortable retirement. Feelings of preparedness are not simply a reflection of how confident people are about the value of their retirement savings (which will provide them with an income) but also how they expect to live in retirement and what it will cost to achieve their aspirations. While people generally expect their incomes to fall during retirement, many expect their outgoings to be maintained at current levels or possibly increase in retirement. To avoid this situation, a worker should adopt rigorous planning.

Financial planning. Financial Planning is the process of meeting one's life goals through the proper management of finances. Life goals, which usually involve necessities of life, can include buying a home, saving for a child's education, planning for retirement or estate planning. Financial security in retirement does not just happen. It takes planning, commitment, and money.

There are several ways to ensure financial security. For example, after the years of retirement, workers should consider finding gainful activities like part-time work, consultancy, or conducting short term Modular/workshop seminars within their areas of expertise. A worker can set aside a little amount to be deducted from the basic salary as part of a regular savings plan that can accumulate at a certain interest rate until retirement. Also, one should avoid debts which can affect the ability to save for retirement. Avoid heavy debts because it can affect the savings plan while working. See to it that debts are manageable and are paid before high interest accumulates.

For effective financial planning, it is important to have knowledge on how to invest money. Consult a financial analyst to guide how to invest money for greater returns. Most of the retirees live with their pension and savings if they have invested much. They try to fit into the available resources they have. They can change their cost of living by transferring to sub-urban places, from a big house to a small house or using a compact car than a luxury car. They should seek creative ways to lower the cost of living.

Also, it is important to know how much money will be needed to accumulate by the time of retirement. Although the majority of the population appears to have a good idea about how long on the average, they expect to live; some still run the risk of getting into financial woes at the latter part of their lives. Contrary to assumptions that older people have fewer expenses and fewer financial needs than those still in the workplace, old age for some is, in fact, a time of poverty. It is the time when regular payroll checks stop coming in and problems, where to get financial assistance to pay bills and support basic needs, start pouring in. It is therefore important for future retirees to have knowledge on how much money did they invest for retirement.

Some people hope that their financial social security benefits could meet such needs. The payments are often much lower than the amount required for them to meet their expenses. Most of them are then forced to rely on their family to take care of them. There are those who have acknowledged the risk of living too long. They have looked for ways to avoid predicament of not having money in their old age years. One such way is through retirement plans. In fact, most retirees who availed of this instrument can look forward to a steady flow of income during their retirement years.

Having a retirement fund is not just a matter of putting money in the bank and putting these over regularly until one reaches the age of 60 and 65. This kind of

strategy would not guarantee the retiree enough funds to live the rest of his life. When thinking of a retirement fund, it is always better to choose a long-term instrument, which not only gives high yields but also provides discipline. These should earmark money that would really be used for retirement because finances can easily be diverted into other things.

More so, savings alone would not suffice the needs of a retiree. So, it is the initiative of the company and employee to have a health care insurance such as social security fund. Having a retiree health insurance covered by the company is one way of extending support to them. One should provide for his family income in case of ailment or disability. This is why investing in health insurance is important. A future retiree should plan to have other sources of income aside from pension such as putting up a business, getting a part-time job, financing a farmland or building an apartment block. There are many ways to earn extra income after retirement but one has to be resourceful.

Wealth and health are two of the most important factors contributing to a successful retirement. Believing that one will have adequate post-retirement income is positively related to retirement adjustment. There is a great concern that many aging baby boomers, including many teachers in academic institutions, will retire without adequate financial resources in the near future (Gist, Wu, and Verma, 2004). With decreasing numbers of defined benefit pension plans and uncertainty regarding Social Security, Muller and Verma (2003) suggest that individuals save more to prepare for their own retirement. Compounding this financial problem is the decline in their health conditions due to possible ailments. These may reduce retirement anxiety which involves fears and worries about the future as a result of the cessation of active

working life. Generally, those who are better prepared for their retirement have more positive attitudes toward retirement (Taylor, 2003).

Mental and Emotional Preparedness

Even though financial preparation is very important in preparing for retirement, there is a need for mental or psychological preparedness. This is the act of thinking about life after full-time work and preparing mentally for the new life. Many employees prepare for retirement by accumulating wealth through savings. They forget that money is not everything. It is equally important to think about how to live a useful life apart from work so you don't feel empty or depressed (Schlossberg, 2004). Some authors have shown that among other things, successful aging includes "high mental and physical abilities" (Hinden, 2013; Stim and Warner, 2008).

Social Aspect

Retirement is very significant in the social, family and personal context. It involves a number of processes that underscore the need for preparation towards it. Retirement from work is often perceived to represent a transition to old age, a time when people feel that economic, social and family security and stability may be undermined. The amount of free time available to the individual increases in retirement. This change requires preparation and guidance to manage this free time (Schlossberg, 2004). Retirement from work is one directional change that does not define future roles and social tasks, and consequently causes feelings of uncertainty. Many workers employ denial mechanisms, believing that retirement and old age will not happen to them. The results of this denial can be seen in the absence of any planning for the new life period, which limits the options and opportunities for meaningful activities, all of which may damage feelings of self-worth.

Research (Williams, 2014) has proved that having a support system has many positive benefits, such as higher levels of well-being, better coping skills, and longer and healthier life. It can also reduce depression and anxiety. Giving and receiving support from others is a basic human need, especially during retirement. According to Muthondeki, Sirera, and Mwenje, (2014), strong family bonds play an important role in providing support during retirement stage. They also say that social relation that leads to quality interaction with significant others and others within the social society are an important pre-retirement investment. Such support can also come from friends, neighbors and the church.

The goal of pre-retirement preparation and counseling is to ease the adjustment to the transition and to help individuals plan their lives at this new life stage. Most people do nothing to prepare themselves for this period in their lives. This lack or insufficient preparation is resulting from several factors: Retirement as a social phenomenon is relatively new; society is work oriented and not oriented towards periods of leisure and retirement; also, youth is glorified, whereas retirement is identified with the entry into a period of old age and the end of life. Successful preparation could help the retiring worker prepare for this new chapter in his life, help develop self-awareness and realistic goals that are appropriate to this stage of life.

Physical Preparedness

Physical health and wellbeing are also very important to consider when preparing for retirement. Addressing this is crucial for anyone attempting to sustain overall health and wellness during retirement years. We may ask, how can employees take charge of their physical wellbeing before retirement? According to Koshuta (n.d.), we can take care of our health through the following means:

1. Physical activity - includes strength, flexibility, and endurance. While the long-term benefits of exercise are indisputable, many people struggle to make it a part of their daily life. However, regular physical activity can strengthen the overall health of a person.
2. Nutrition and diet - includes nutrient intake, fluid intake, and healthy digestion. A well-balanced diet should contain carbohydrates, proteins, fats, vitamins, and minerals. Regularly eating healthy foods such as vegetables, fruits, lean meats, and whole grains will give you the nutrients that not only support your body's vital functions but can balance your mental well-being as well. Fluid, ideally in the form of clean water, should be regularly consumed.
3. Alcohol and drugs - includes the abstinence from or reduced consumption of these substances. The SDA Church is a proponent of temperance, which teaches us to avoid everything that is harmful to our body and using in moderation things that are good for our body.
4. Rest and sleep - includes periodic rest and relaxation, along with high-quality sleep. While regular activity is essential for physical health, allowing the body to rest is just as important. Spending time relaxing or taking short naps can help rejuvenate the body. Sleep should take place in a quiet, dark environment and should last approximately 7-9 hours.

The purpose of full physical examinations is to confirm any present issues after the clinical history and to find possible pathologies that are present but yet to be known about. Clinical history and physical examination are an essential part of medicine since Western medicine was established centuries ago. However, with the advance of technological investigations, many diseases are diagnosed with blood tests and imaging studies. Many diseases are diagnosed earlier using modern technology where previously physical examination could find nothing, for example, prostate cancer, colon cancer, etc. while growing older, diseases are somehow present and the easily killed in silence that why a regular checkup is necessary and useful.

In addition, sleep plays an important role in physical health. For example, sleep is involved in the healing and repair of your heart and blood vessels. Ongoing sleep deficiency is linked to an increased risk of heart disease, kidney disease, high blood pressure, diabetes, and stroke. When we sleep, our bodies rest – conserving energy and decreasing blood pressure, heart rate, breathing and body temperature. At

the same time, our brains remain active – laying down memory, restoring daytime mental functioning and carrying out processes that lead to physical growth.

The Role of Employers

Employers are becoming increasingly concerned about the financial well-being of their employees, and they are expanding how they demonstrate their loyalty. Employers large and small are offering programs such as robust health insurance plans, on-site daycare, after-school care, flexible work hours, Health Savings Accounts (HSA's), and the ability to work remotely. Some companies also provide on-site amenities such as workout facilities and yoga classes while others reimburse health club dues, and employ nutritionists and personal trainers.

As it relates to financial wellness, employers are also taking an active role to help employees reach their long-term financial goals. In addition to simply offering a defined contribution retirement plan, employers are embracing the ability to automatically enroll workers in their plans. This is known as automatic enrollment or automatic contribution arrangement. This allows for eligible employees in 401(k), 403(b) and 457(b) plans, SARSEPs and Simple IRA plan to have a percentage of their wages automatically directed into their company's retirement plan without the participant's explicit authorization. Unless a participant opts out, the company will continue to redirect a portion of an employee's paycheck into their retirement savings account. Of course, all of an employee's contributions are immediately and fully vested which means the plan participant has full rights to their contribution at all times. This is important because workers can be skeptical when their hard-earned money doesn't arrive into their paycheck; knowing they have immediate vesting can help participation rates.

The Seventh-day Adventist Church has a retirement plan, especially in West Central Africa Division (WAD), which makes provision for retired and disabled employees in harmony with legal requirements in a country. The benefits of the retirement plans are designed for those who have been employees of the Seventh-day Adventist Church and are eligible to retire for reasons of age or disability. The plans provide for assistance to employees' eligible spouses, dependent children, and the eligible surviving spouses and children of deceased beneficiaries. Benefits may be provided in the form of government-sponsored pension or social security systems, defined benefit or benefit contribution retirement plans, insurance coverage, or a combination of benefits forms. Also, according to the WAD working policy, the Division maintains defined benefit plans and shall administer those plans in harmony with the general principles outlined in Z 05 through Z 55 of the Working Policy (2015).

Attitude towards Retirement

Whereas researchers have demonstrated how anxiety and depression are related to preparedness for retirement, they have also shown how the attitude toward retirement is related to other variables. Mutran, Reitzes, and Fernandez (1997) looked for relationships between attitude toward retirement, social background, and preparation for retirement, anticipation levels of retirement, worker identity, commitment to work, and self-esteem. Six instruments were used to measure attitude toward retirement, social background, and preparation level for retirement, worker identity, commitment to work, and self-esteem. Mutran et al. (1997) reported eight findings upon gathering the first data set. First, the income level was positively related to attitude toward retirement, suggesting that the higher an individual's reported income, the more positive his or her attitude is toward retirement. Second, marital

status was related to attitude toward retirement, meaning that participants who were married had a more positive attitude toward retirement than unmarried participants.

Pension expectation was related to attitude toward retirement, implying that participants who expected to receive a pension during their retirement had a more positive attitude toward retirement (Mutran et al., 1997). Retirement planning was positively related to attitude toward retirement. This means participants who reported reading about retirement, attending preretirement programs, talking about retirement with others, and constructing concrete plans for their retirement had a more positive attitude toward retirement. Fifth, anticipating a time of retirement was related to having a positive attitude toward retirement.

Anticipated time of retiring was measured in two ways: (a) Participants answered with a yes or no response to whether they had a projected date of retirement, and (b) if they answered yes, participants reported how many years they had left to work until their projected retirement date. Whereas the authors reported a relationship between having an anticipated time of retiring and attitude toward retirement, they reported that no relationship existed between the number of years until retirement and attitude toward retirement. Sixth, self-perceived worker competence had a positive relationship with attitude toward retirement (Mutran et al., 1997). The authors speculated participants who see themselves as competent employees may also see themselves as competent retirees. Seventh, self-esteem was positively related to attitude toward retirement.

In other words, participants who had a higher score on the self-esteem instrument also had a more positive attitude toward retirement. Last, depression had a negative relationship with attitude toward retirement, meaning individuals who scored higher on the depression scale had a less positive attitude toward retirement. Mutran

et al. (1997) reported three findings in the second data set. First, planning for retirement scores from the first data set had positive relationships with attitude toward retirement scores in the second data set. The authors suggested that these planning strategies were helpful to these participants and will continue to be helpful during retirement. Second, a relationship was found between the two data sets measuring attitude toward retirement.

CHAPTER 3

RESEARCH METHODOLOGY

Study Setting

The West Cameroon Conference had approximately 4000 members conducted by twenty-eight pastors and five staff. For this number, we should add twenty-four lecturers of the Cosendai University campus of Douala and hospital workers of Buea.

The Conference covers four regions of the ten in the country: The Littoral region, the West region, the North West region and South West region. These regions are rich in terms of institutions; in every sub-division, the government had established schools and hospitals. Apart from the government institutions, there were several private institutions including Adventist institutions. Also, these regions are unique with the multiplicity of their culture and that is what makes the West Cameroon Conference very special. The attachment of the people to their traditions is very strong. For example, they live on a day-to-day basis, with little planning. Also, they consider their children to be their retirement insurance, in the sense that they believe that their children would be the ones to take care of them.

Research Design

The study used a cross-sectional descriptive research design to study the level of retirement preparedness of workers in the Conference. Based on the results, the study proposed an action plan to create retirement preparation awareness and to reduce unpreparedness for retirement among Seventh-day Adventist workers in

Cameroon Union Mission in general and in the West Cameroon Conference in particular.

Population and Sampling Procedure

This research was conducted among Adventist institutions and the conference office of West Cameroon. The target population was divided into 5 categories of respondents: Pastors, other church workers, teachers (permanent, contract and stand in teachers) and medical staff.

The West Cameroon Conference was composed of three primary schools, three secondary schools, and one clinic. The primary schools were: Ecole Primaire Adventiste de Limbe, Ecole Primaire Adventiste de Makepe Douala, Ecole Primaire Bilingue Adventiste de Bali Douala. The secondary schools included: Complexe Scolaire Bilingue Adventiste de Foubot, College Bilingue Adventiste de Logpom Douala, and College Adventiste de Kumba. In addition, a branch of Cosendai University of Nanga Eboko and a clinic (Adventist hospital of Buea) were added.

For this study, the researcher used probability sampling method and applied simple random sampling which gave all members of the institutions an equal chance of being selected. Out of close to 384 workers displayed in Tables 1 to 4, 125 were sampled for the study (refer to Table 5).

Table 1. Statistics of Teachers in the West Cameroon Conference

Schools	Permanent Teachers	Staff	Standby teachers	Total
College Adventiste de Douala	11	3	57	71
College Adventiste de Kumba	15	3	38	56
College Adventiste de Foumbot	23	10	112	145
Ecole primaire Adventiste de Makepe	12	1	0	13
Ecole Primaire Bilingue Adventiste de Bali	10	3	0	13
Ecole Primaire Adventiste de Limbe	8	1	0	9
Université Adventiste Cosendai Nanga Eboko	10	4	10	24
Total teachers	89	25	217	331

Table 2. Statistics of Doctors and Nurses in the West Cameroon Conference

	Church workers	Staff	Standby doctors and nurses	Total
Hôpital Adventiste de Buea	6	6	10	22

Table 3. Statistics of Pastors and Staff in the Conference

Conference	Pastors	Staff	Total
Conference	28	3	31

Table 4. Statistics of Workers in the West Cameroon Conference

Conference	Teachers	Doctors	Pastors and staff	Total
Total	331	22	31	384

Table 5. Sample for the Study

	Teachers and standby	Pastors	Standby doctors, nurses	Total
College Adventiste de Douala	16			16
College Adventiste de Kumba	12			12
College Adventiste de Foumbot	19			19
Ecole primaire Adventiste de Makepe	8			8
Ecole Primaire Bilingue Adventiste de Bali	11			11
Ecole Primaire Adventiste de Limbe	4			4
Université Adventiste Cosendai Nanga Eboko	20			20
Hôpital Adventiste de Buea			10	10
Conference		25		25
Total	90	25	10	125

Research Instrument

The questionnaire was the main instrument that was used for this research work. The questionnaires were mostly closed-ended questions based on the conceptual framework and research questions. This was also translated to French (refer to appendix) since the study participants comprehend French more than English. Table 6 shows the 5-point Likert scale interpretation for the results for research questions 1- 3.

Table 6. Likert Scale Rating and Interpretation

Scale	Responses	Mean Interval	Verbal Interpretation of Variables			
			Readiness	Attitude	Preparedness	Role of Employer
1	Strongly Disagree	0.01-1.00	Not ready at all	Poor	Poor	Poor
2	Disagree	1.01-2.00	Barely Ready	Fair	Fair	Fair
3	Unsure	2.01-3.00	Undecided	Undecided	Undecided	Undecided
4	Agree	3.01-4:00	Ready	Good	Good	Good
5	Strongly Agree	4.01-5.00	Very Ready	Excellent	Excellent	Excellent

Instrument Validity

Validity is the extent to which a research instrument is able to measure what is supposed to measure and to perform as is designed. So, the validity was used to establish the content validity of the questionnaire. The questionnaires were presented to the team of research advisors to check if the instrument would measure what it was supposed to measure. Also, 30 employees had a chance to assess the questionnaire to determine if the questions were clear and understandable. Based on their comments, adjustments were made with the advisers before collecting data from the respondents.

Reliability of Data Collection Instruments

According to Nachmias and Nachmias (2004), an instrument is reliable when it measures a variable accurately and consistently and produce the same results under the same conditions over time. The instrument used a small group of 30 workers with similar characteristics through a pilot test to ensure the appropriateness of the questions and their comprehension. Just as Ouma (2009) argued, the pilot test helped to reveal if the questions were clearly phrased and words understood by the respondents; the questions were logically arranged. A Cronbach Alpha test was applied in order to test the acceptability or reliability of the data collected.

Ethical Considerations

The importance of ethical issues was demonstrated in this study. Privacy and confidentiality, informed consent, and trust were common general requirements in research. The aim of the researcher was to build an environment of trust by protecting the dignity of the participants and preventing any manipulation. Participants on their turn needed honesty and truth about the information they were providing since any deception might compromise the reliability of the study.

For this study, the policies regarding intellectual property were complied with. A letter of informed consent was also designed to be distributed to each participant. Each participant's consent would be secured through a signature before any involvement in the study. The letter of consent also made mention of the possibility of the participants' withdrawal at any moment without prejudice.

Data Collection Procedure

After approval of this research proposal and written clearance from AUA, the researcher administered the questionnaires to the employees of West Cameroon Conference with the permission of the authorities. Also, the researcher explained the

purpose of the research to the respondents and sought their consent to participate in this study. The respondents were given two days to answer and return the questionnaires.

Method of Data Analysis

The researcher used simple descriptive statistics such as frequencies and percentages, means and standard deviations to analyze the data collected and to answer the research questions.

CHAPTER 4

RESULTS AND DISCUSSION

This chapter presents the results and discussions of the study. Table 7 displays the response rates. Results are based on data collected from 105 respondents over a 125-targeted sample, resulting in approximately 84% response rate.

Table 7. Response Rate

Participants	Sample	Number of Respondents	Response Rate
Teachers	90	75	83.3%
Doctors and others	10	8	80.0%
Pastors and staff	25	22	88.0%
Total	125	105	84.0%

General Characteristics of Respondents

This section presents the general characteristics of the respondents. The items characterized here include the gender of the respondents, their age, marital status, affiliation, length of service, and highest educational attainment.

Gender characteristics

Table 8 revealed 49.5% of males responded, and 48.6% of females participated in the study.

Table 8. Gender Characteristics of Respondents

Gender	Frequency (n)	Percent (%)
Male	52	49.5
Female	51	48.6
Missing	2	1.9
Total	105	100.0

Educational Qualifications

Table 9 displays the respondents' qualification. The percentage indicates the level of education, meaning that the church workers in the West Cameroon conference have fewer doctorates and more workers with bachelor and less. It shows that the highest educational attainment of workers was dominated by secondary school (27.6%), followed by Bachelors (26.7%) and Masters (25.7%).

Table 9. Educational Qualification of Respondents

Education	Frequency (n)	Percent (%)
Secondary	29	27.6
Bachelor	28	26.7
Master	27	25.7
Doctorate	6	5.7
Other	15	14.3
Total	105	100.0

Marital Status

Findings presented in Table 10 reveal that out of 105 workers who participated, 32.7% were single, 64.4% are married, and 2.9% are widows. The high rate of 64.4% suggests that the West Cameroon Conference employ more married persons. The reason might be that pastors are the main personnel and they are called to be married before ordination.

Table 10. Marital Status of Respondents

Marital Status	Frequency	Percent
Single	34	32.4
Married	67	63.8
Widow	3	2.9
Total	104	99.0
System	1	1.0
Grand Total	105	100.0

Length of Service

Table 11 displays the different length of service of respondents. Findings reveal that 48.1% of respondents were between (0- 10) years of service. This high percentage may be due to the fact that most of the workers are young.

Table 11. Length of Service of the Respondents

Length of Service	Frequency (n)	Percent (%)
(0-10)	50	47.6
(11-20)	25	23.8
(21-30)	25	23.8
(31-40)	2	1.9
(41- more)	2	1.9
Total	104	99.0
System	1	1.0
Total	105	100.0

Employment Status

Table 12 shows that teachers (including lecturers) group are the most important with a percentage of 40% respondents followed by pastors group with 26.7%, the staff are the next with a score of 14.3%, then followed by administrators with a percentage of 12.3 and last the position occupied by doctors and nurses 6.7%.

Table 12. Employment Status

Employment Status	Frequency (n)	Percent (%)
Pastor	28	26.7
Staff	15	14.3
Administrator	13	12.3
Teacher/Lecturer	42	40
Doctors and nurses	7	6.7
Total	105	100.0

Number of Dependents

The findings here revealed typically the mentality of Africans who are mostly poor people. While schooling family members and sometimes the village are preparing to invade the future worker. The different percentage shows that 82.9% of respondents have at least 1 or more children's or person in charge whether you are in an internship or not. The most pitiful is that up to 16.2 % of workers accommodate at least 6 persons this is not agreeable and contribute to hold people back.

Table 13. Number of Dependents

Number of Dependents	Frequency (n)	Percent (%)
0-5	87	82.9
6-10	12	11.4
11-more	5	4.8
Total	104	99.0
System	1	1.0
Total	105	100.0

Business Ownership

Owning a business is very important for a worker who pretends to live as he was living or approximatively as when he was operating. The table here reveals that only 11.4% among the workers have a business venture and 87.6% do not care. This

is horrifying because 92 over 105 respondents will probably face serious problems in their retired life.

Table 14. Owning a business venture

	Frequency (n)	Percent (%)
Yes	12	11.4
No	92	87.6
3	1	1.0
Total	105	100.0

Savings

Table 15 indicates that 71 persons over 105 save less than 20% of their monthly wage even though it is not sure that all of them are a concern. And only 1.9% are saving at least 36% of their monthly salary this is worrying.

Table 15. Percentage of Monthly Salary Savings

Savings	Frequency (n)	Percent (%)
Nothing	23	21.9
Less than 20%	71	67.6
(20%-35%)	9	8.6
(36%-50%)	2	1.9
Total	105	100.0

Research Question 1: Employees' Attitude to their Future Retirement

Employees' attitude towards their retirement is a very important study. Table 16 shows the level of employee's attitude towards their future retirement.

Table 16. Attitude of Employees towards their Future Retirement

	N	Mean	Std. Deviation	Verbal Interpretation
Retirement is an opportunity to relax and go easy.	105	3.01	1.105	Good
Much of a retired person's life is boring.	104	2.99	1.273	Undecided
When a person retires, he has one foot in the grave.	105	2.10	1.278	Undecided
Retired people are generally lonely.	105	2.68	1.319	Undecided
Financial problems are common in retirement years.	105	2.80	.578	Undecided
Retirement is a time to explore new things and to grow in new ways.	105	3.83	1.004	Good
Overall Mean	105	2.9011	.52251	Undecided

From Table 16, the mean scores are between 2.10 and 3.83 and the standard deviation in between .578 and 1.319. Also, the overall mean score ($M = 2.90$, $SD = .52$) shows that generally, the responded are undecided. This indecision may be a fact of unpreparedness.

Participants were asked whether the time of retirement is perceived as an opportunity to relax and go easy. The results show that the respondents believe that retirement is a good opportunity to relax ($M = 3.01$; $SD 1.105$). Their attitude can be justified by the fact that during retirement life, the employee can dispose of his time, without being blame or censored by the boss. In other words, the possibility to go here and there, being with friends and family can justify their attitude. However, the respondents are undecided on several of the attitudinal questions.

For example, the respondents are 'undecided' when it comes to perceiving retirees' as boring ($M = 2.99$, $SD = 1.27$). The perception of workers about one foot in the grave while retired ($M=2.10$; $SD = 1.278$) also shows that employees still consider retirement as a death sentence. But this result is the evidence of unpreparedness. The mean score of 2.68 and the $SD = .1.319$ indicates that employees perceive retirement as a lonely stage of life because there is not a busy schedule of working life.

One of the major problems in retirement is financed. To the question about financial problems are common in retirement years, respondents' answers are also undecided. According to c The move to fixed income can generally make it more difficult for retirees to cope with debt payments, he said. Some retirees turned to credit cards after facing an unexpected financial shock, such as a large medical bill. Others may still be paying off their mortgages or student loans, says Stacy Canan of the office for older Americans for the CFPB.

In spite of the undecided attitude of the respondents, it is also good to notice that workers consider retirement as a time to explore new things and to grow in new ways ($M = 3.83$, $SD = 1.00$). The most important question asked by retirees is: now what?" Research indicates that those who are happiest in retirement tend to answer that question by "giving back" and discovering a sense of purpose. Retirement offers the opportunity to explore new things and new challenges which were not possible during active working life. Retirement can be an exciting time because there is no more early alarm. No more meetings. No more deadlines. No more office politics. Retirement means more time for hobbies, more time to travel and more time to relax. While giving back can mean boosting charitable contributions for a growing number of retirees, it often comes in the form of a significant volunteer position or encore career.

Research Question 2: Financial, Mental, Social and Physical Preparation for Retirement among Employees

Retirement years calls for a lot of preparation during active working life in all aspects of life. Tables 17 up to 23 show how the employees are preparing for their future retirement.

Financial Preparedness

Six questions were asked to the respondents to describe how their financial preparation towards retirement. Table 17 displays various answers with their mean values and standard deviation.

Table 17. Level of Employees' Financial Preparedness

	N	Mean	Std. Deviation	Verbal Interpretation
I am saving regularly for my comfortable retirement in the future.	105	3.41	.978	Good
I know how much money I have to save every month in order to retire at a comfortable level.	105	3.11	1.112	Good
I have acquired financial assets to assist me in my retirement.	105	2.55	1.201	Undecided
I have subscribed to an insurance policy to assist me in my retirement.	105	2.26	1.338	Undecided
I can calculate my retirement benefits.	104	2.29	1.312	Undecided
My current salary makes it difficult to save money.	104	3.21	1.356	Good
Overall Mean	105	2.8000	.57800	Undecided

However, Table 17 also displays the view of respondents about saving regularly for a comfortable retirement in the future. It reveals a mean of 3.41 (SD = .978), suggesting that on average, the employees are saving regularly. Also, the respondents seem to know how much money they have to save every month in order to retire at a comfortable (M = 3.11, SD = 1.11). This suggests that workers in West Cameroun conference live day by day thinking about their future.

However, the mean of 2.55 indicates that many respondents are undecided about having acquired financial assets to assist them during their retirement. This can signify that respondents are not really concerned or less informed about financial assets. This is a little bit disturbing. It may be a sign that employees are just saving in the bank. Moreover, large families imply huge expenses, leaving less money to be saved. Similarly, the findings reveal that the respondents were undecided when it

comes to insurance policy subscription ($M = 2.26$, $SD = 1.33$). This makes sense because if employees are not receiving enough to take care of their monthly basic expenses, they can't subscribe to an insurance policy. If this indecision becomes a reality, it will be a bad thing since respondents will be in trouble during their retirement years and became a liability for others.

It is also clear from Table 17 that the respondents do not realize the importance or do not know how to calculate their retirement benefits before retirement. The investigation also revealed that respondents think that their current salary is sufficient to use for their monthly need and savings.

The overall mean score of 2.80 and the standard deviation of .578 suggest that the employees are very not sure of their level of financial preparation towards their retirement. This is also confirmed by the following statistics in Tables 18 and 19; 81% of respondents do not currently own a house, 92% do not have any business for extra income, 23% do not save at all and 71% save less than 20% of their monthly income.

Many explications can be given, it may be that employees focus their mind to the conflict of interest signed every year. Yet, there are things that they can do without any conflict of interest.

Table 18. Frequency Distribution of House Ownership

		Frequency (n)	Percent (%)
Do you own a house?	Yes	21	20.0
	No	81	77.1
	Missing	3	2.9
	Total	105	100.0
Do you own any business venture?	Yes	21	20.0
	No	81	77.1
	Missing	3	2.9
	Total	105	100.0

Table 19. Frequency Distribution of Percentage of Your Monthly Saving

Percentage of monthly saving	Frequency (n)	Percent (%)
Nothing	23	21.9
Less than 20%	71	67.6
21%-35%	9	8.6
36%-50%	2	1.9
Total	105	100.0

Mental Preparedness

Looking at Table 20 below, it appears that the overall mental preparation of the employees towards their future retirement ($M=2.50$; $SD=.51$) is very uncertain. Findings in Table 21 display that respondents expect their retirement years to be good. But, carefully looking at the various responses about growing old (mean $M= 2.28$ and the $SD=1.181$) tend to indicate that most of the respondents are undecided this can justify the attitude of fear towards retirement.

Table 20. Descriptive Statistics of Employees' Level Mental Preparedness

	N	Mean	Std. Deviation	Verbal Interpretation
I am looking forward to my retirement years.	105	3.37	1.031	Good
I expect retirement to be the best years of my life.	105	3.06	1.027	Good
The thought of growing old scares me.	105	2.28	1.181	Undecided
When I think of retirement I get depressed.	105	1.80	1.004	Fair
The future seems hopeless to me.	105	1.97	1.156	Poor
Overall Mean	105	2.4952	.51373	Undecided

Social Preparedness

Many workers always get depressed and fill hopeless while thinking of retirement. When people are not saving, or not acquired assets for many reasons given, the future may appear hopeless. This justifies the poor mental attitude

presented by the respondents. Findings in Table 20 show that something must be done to address this problem which may become a social one.

Table 21. Descriptive Statistics of Employees' Level of Social Preparedness

	N	Mean	Std. Deviation	Interpretation
Actively participate in community service	105	3.65	.961	Good
Actively involved in my local church.	105	4.01	.956	Excellent
Have a reliable network of friends who will help me if I have a serious problem.	105	2.92	.997	Fair
The family is my strongest support	105	3.11	1.068	Good
When feeling lonely, there are several people I can talk to.	105	3.50	1.084	Good
Overall Mean	105	3.4381	.58710	Good

Table 21 shows that the social life of the respondents is generally good. They participate in the community service ($M = 3.65$, $SD = 1.06$). Community service or volunteerism enables people to acquire life skills and knowledge, as well as provide a service to those who need it most. Also, they have strong family support ($M = 3.11$, $SD = .96$). The result may suggest that in case of problems, the respondent can be supported. This good attitude is magnified and put the retiree in good condition. He retires with the conviction of family assistance at any moment.

They have people to talk to when they feel lonely ($M = 3.50$, $SD = 1.08$). Friendship is a relationship of mutual affection between people. A friend is a person who is able to help you if you are in trouble. Since most of the respondents are church members, logically each of them should have a reliable network of friends who will help him in case of a serious problem. However, the respondents don't believe that their network of friends will help them in times of serious problems ($M = 2.92$, $SD = .99$). This is worrisome because unreliable friends are a silent killer.

Employees Physical Preparedness

Achieving retirement aspirations requires more than financial saving, investment, and planning. It also depends on staying in good health. To that end, the survey explored what steps employees are taking to maintain or improve their health. Table 22 signifies that the employees' physical preparedness is good.

Table 22. Descriptive Statistics of Employees Physical Preparedness

	N	Mean	Std. Deviation	Interpretation
Presently enjoy excellent health	104	3.50	1.043	Good
Exercise for 30 minutes or more regularly	105	3.27	1.476	Good
Go for a regular health check-up	105	2.48	1.186	Fair
Balancing my time between work, personal life, and leisure	105	3.29	1.054	Good
Able to sleep well at night for at least 6 hours	105	3.49	.962	Good
Overall Mean	105	3.20	.764	Good

However, responding to the question about going for a regular health check-up, respondents answer shows that regular health check-up is fairly practiced ($M=2.48$, $SD = 1.18$). This may confirm the fact that West Cameroon Conference workers are less paid and the salary is not enough for their need. Therefore, going for health check-up this may be a luxury. Findings in Table 23 indicate that respondent attitude is good about sleeping well at night for at least 6 hours is important the mean of 3.49 here is very significant.

Research Question 3: Extent to Which Organization is Preparing Employees for Retirement

Although employees are responsible for their own retirement planning, the employer also has a role to help employees realize their retirement goals. Employers play a significant role in designing a workplace environment that helps to stimulate both greater savings and healthier lifestyle choices, as well as to increase awareness

among workers about the connection between the two. The workplace is a natural starting point in any discussion linking wealth, health and long-term well-being to happy retirement years.

Table 23 presents the role of the employer in preparing employees for a good retirement. The overall results show that the employer does not take an active role in helping workers prepare for retirement throughout their careers by providing them with tools and resources such as financial literacy programs, pre-retirement programs, and advisories. The employees in this section do not state clearly if their employers do or do not take an active role in their retirement preparation. The undecidedness may mean that the employees have not really paid attention to what their employers should do. When faced with the reality of it all through the survey, they acknowledge they do not know what is going on.

Table 23. Descriptive Statistics on How Organization Prepares Employees for Retirement

	N	Mean	Std. Deviation	Interpretation
Management regularly organizes financial literacy programs for employees	105	2.42	.928	Undecided
Aware of my retirement benefits	105	2.53	1.421	Undecided
Management regularly organizes pre-retirement planning programs for employees	105	2.07	.847	Undecided
Aware of the retirement plans and policies of the SDA Church.	105	3.17	1.312	Good
Organization offers pre-retirement advisory sessions for employees.	105	2.02	.961	Undecided
Overall Mean	105	2.4419	.75940	Undecided

Research Question 4: Extent to which Employees are Ready for their Future Retirement

Based on the previous findings, it is important to investigate whether the employees are getting ready for their unavoidable retirement phase of life. Being

ready to retire financially may also need to coincide with being able to retire mentally and physically.

The results in Table 24 shows that the employees are ready in some ways and not decided in some ways. This situation is of concern because, without good information, the worker will face a lot of problems while retiring.

Table 24. Descriptive Statistics on Employees Retirement Readiness

Retirement Readiness	N	Mean	Std. Deviation	Interpretation
Attending pre-retirement planning seminars whenever there is an opportunity	104	2.79	1.391	Undecided
Thinking of my retirement as something very far away.	104	2.66	1.524	Undecided
Have enough money to take care of basic expenses during my retirement years.	105	3.18	.978	Ready
Have enough money to live comfortably throughout my retirement	104	3.09	.883	Ready
Have acquired physical assets to assist me in my retirement.	105	2.84	1.102	Undecided
About be ready to face retirement when it comes	105	3.49	1.153	Ready
Overall Mean	105	3.0083	.52438	Ready

Looking at this result above, we can pretend that respondent answers is good. To ensure readiness, it is important for employees to engage in the pre-retirement preparation program. This leads to the next and final objective of this research that is to propose a plan for employees' retirement planning.

Research Question 5: Proposed Actions to help Employees Prepare Adequately for Retirement

Putting all together, the researcher proposed the following action plan to help West Cameroun Conference and the employees to better prepare for their future retirement. Retirement education is very important in this matter to create awareness. Employees need to be educated on the importance of preparing ahead of their

retirement. Therefore, the main goal of the proposed action plan to foster adequate preparation for retirement for Adventist employees in the West Cameroon Conference. In order to foster preparation, there should be education to create awareness.

The summarized plan in Table 25 is designated for workers who are at least five years away from retirement. The objectives of retirement preparation programs may include the following:

1. To provide knowledge and practical information on a wide range of aspects relevant to retirement. The topics covered financial knowledge and skills in personal finance and planning; mental and physical lifestyle: in particular, proper nutrition and physical activity; etc.
2. To help employees overcome their anxiety regarding retirement and develop a positive attitude towards it. On the assumption that the transition process from the role of a worker to that of a retiree can provoke a wide range of individual doubts and interpersonal conflicts.
3. To help consolidate programs for the management of life after retirement.

The consolidation of programs begins with planning. Planning must begin with the perception of the self, an examination, and investigation of one's value system, needs for quality of life and desires. The goal is to help the retiree set personal goals and make decisions that will lead to the fulfillment of those personal goals (Sterns & Kaplan, 2003; Sterns & Subich, 2005).

Table 25. Proposed Action Plan

The proposed action plan to foster adequate preparation for retirement for Adventist employees in the West Cameroon Conference
 Main Goal: To foster adequate preparation for employees' better retirement

Objective	Strategies	Action	Responsible Person	Performance Indicators
1. To create pre-retirement planning awareness among employees about the problems which a retiree needs to face.	Educate employees about pre-retirement preparations.	Organize pre-retirement programs for workers every year during workers meeting. Prepare brochures on retirement preparation.	The Executive Secretary of the Conference	Employees are very much aware of a pending retirement. They have the knowledge and practical information on retirement preparation.
2. To foster financial preparation for retirement readiness	Organize financial literacy programs for employees. Organize seminars on personal budgeting, saving and investment, how to calculate social security, place of employment benefit, etc.	Invite financial literacy expert to facilitate a program for workers every year.	Conference Officers	Employees are knowledgeable in financial matters.
3. To foster mental preparation for retirement readiness.	Create various activities as a source of feelings of self-worth and satisfaction. Organizing meetings with other retirees.	Invite expert in psychoanalysis.	The executive secretary The Doctors.	Employees are healthy emotional. The workers overcome their anxiety regarding retirement and develop a positive attitude towards it.
4. Foster maintenance of Good Health	Organize physical activities and health seminars.	Include sports activities in the work calendar. Invite doctors and nutritionists for health talks once a year. Encourage employees to go for medical check-ups.	Health ministry department The medical staff.	The employee will be physically ready.
5. Foster maintenance of positive social networks.	Organize annual employees retreat. Encourage workers to subscribe to social activities.	Invite computer science expert to teach workers how to connect to a network. Invite social workers	The computer staff. The treasurer. The executive secretary.	The employee will build strong relationships with meaningful members of his workplace and even those of is a sector. To help the workers map out the people, with major milestones in the relationships.

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

This chapter presents a summary of the information and findings presented in the previous chapters and ends with the conclusion and recommendations. The aim is also to address some solutions based on the study results, and trying to respond to the question of what program can be proposed to help employees adequately prepare for retirements? Thus, the chapter is structured into summary, conclusions, and recommendations.

Summary

The purpose of this study was to propose a plan that can help employees to adequately prepare for retirement in the West Cameroon Conference of the Seventh-day Adventist. The study used a cross-section descriptive research design to address the following questions:

1. What is the attitude of the employees towards their future retirement?
2. What financial, mental, social and physical preparedness are employees engaging in for retirement?
3. To what extent is the organization adequately preparing their employees for retirement?
4. To what extent are current employees ready for their future retirement?
5. Based on the study results, what program can be proposed to help employees adequately prepare for retirements?

Findings of this study revealed that most of the workers in Cameroon and specially Adventist of the West Cameroon Conference are still looking at retirement as a mirage. For the research question number one related to the attitude of employees

towards retirement it was found that many employees have a somehow positive attitude towards retirement as well as they take it for a moment of relaxation despite the fact that financial issues are still a threat to that positive attitude. For the research question number two related to the level of preparedness, some people are living with the daily concern of their retirement; some even know how much they have to save monthly for their retirement years. However, it was observed that many are undecided on the issue of investment for retirement years, may be due to lack of information. The mental preparedness was also poor for the respondents. On the physical preparedness, an effort need to be made for the West-Cameroon Conference employees to have regular check-ups and practice good habits like good sleep.

The research question number three showed that the employer does not take an active part in the preparation of their employees' retirement. The research question four dealing with the extent of employees' readiness to retire. The results showed that the respondents are divided. Some are mentally prepared but not financially.

The last research question inquired about the practical solutions proposed in order to help employees to adequately prepare for retirement. It was suggested that practical need for knowledge and information before and during the retirement years was to be satisfied. It was also found that some help was necessary to help the employees to overcome anxiety. It is also necessary to enrich the retiree's personal and family toolbox to develop coping skills to deal with potential problems arising during retirement.

The next proposal was to reinforce employees' family relationships and closeness. The research question remaining is meant to consolidate programs for management of life after retirement. The study also revealed that the Adventist Church workers don't invest or holding a house. The findings reveal that employers

have a lot to do to change workers attitude towards retirement and to accompany them in this challenge.

Conclusion

Based on the findings of this study, it appears that Seventh-day Adventist workers in West Cameroun Conference level of ‘undecidedness’ indicate that they have not thought much of it until the survey was done. It is a little bit regrettable to find in this century people with a bigger fear of the future just because they do not prepare for their retirement. People living day by day without a project for their retirement life. But there is hope because people here are receptive, it is only a matter of accompaniment. That way, it is very important for families to review their perception of old persons and the organizations to reconsider their strategies to adequately guide their workers towards this future life. This survey hopefully will be an eye-opener.

Recommendations

In regard to the findings and conclusions above, the following recommendations will be useful to Adventist workers and employers in general and especially those of the West Cameroon Conference, as far as they are concerned. These recommendations are classified into 5 sections including the attitude, financial, health, social and information preparedness of the employees towards their future retirement.

Workers’ Attitude

1. It is very important to workers to think carefully for the future life of his family. So, every employee should have its own financial adviser.
2. The worker should wash for his subscription to the national insurance company.

3. The employee should start saving at least 20% from the first month after being recruited and should follow it.
4. It is recommended to the employer to follow employee evolution plan and should regularly be paid to the insurance company.
5. The worker should limit the number of dependents.
6. The employer should advise the worker against taken advance salary monthly since this hinders the ability to be independent and to plan for the future
7. The employee should own individual insurance regardless of the one provided by the company.
8. Workers should own their own properties while working.

Conference or the Employer

1. In general, a company or conference has a great concern in workers quality living, especially when the church is involved. So, it is required that seminars should be organized and workers should be allowed to attend.
2. It is required to the Conference treasurer should transfer every month the tithe to the higher organization.
3. The Executive Secretary of the Conference should ensure that workers documents are well recorded and all votes are sent to the higher organization.
4. The conference administrators should make the promotion of the investment plan a priority and ensure that workers are members of the Heritage Fund.
5. It is recommended to the Conference administrators produce a local retirement document as a policy in which procedure is well explained.
6. The Conference should help workers to subscribe to extra insurance policy such as health insurance.
7. The employer should provide financial and investment skills to employees by organizing various seminars.
8. Constantly create pre-retirement planning awareness among employees.

Financial Preparedness

Financial issues are a great problem faced by retirees. So it is very important to address it during work life. Employees should develop the habit of

1. Regularly monthly savings.
2. Having a side business to complement the salary

3. Invest in some form of assets.

Health Preparedness

1. The workers should once a year do a checkup.
2. The employee should subscribe to insurance to benefit care assistance during retirement.
3. The employee should engage in physical exercise every day.

Social Preparedness

1. The worker should build a strong friendship and join different groups.
2. The employee should participate in community service as much as possible.
3. The worker should subscribe to a club where people play games.

Suggestions for Future Research

This study did not have a large scope; therefore, the following areas are suggested for further study:

1. This study was conducted in West Cameroon conference of Adventist, but the same topic can be replicated in different geographical contexts to find out a strategy to be utilized by administrators to ameliorate workers' retirement conditions.
2. Another study can look at how age affects retirement preparation.

APPENDICES

APPENDIX A
QUESTIONNAIRES

English Version

Letter of Introduction and Informed Consent Form

Dear Participant,

My name is Ndoumbe Guillaume Calvin. I am a student at the Adventist University of Africa pursuing my MBA degree. As part of the requirements of the program, am conducting a study on employees' preparedness and readiness towards their future retirement within the territory of West Cameroun Conference. As an employee, your views and contributions are very important to this study and therefore I am inviting you to participate in this research study. Before agreeing to participate in this research, I strongly encourage you to read the purpose and other details of the study.

Purpose of the Study: This study is designed to examine the extent to which employees within the West Cameroon Conference are preparing for their future retirement. I am conducting this study in order to explore the preparations of current employees towards retirement and propose a program that would promote adequate preparation for retirement in the territory. Participation in the study involves the completion of a questionnaire that asks you basic questions about yourself and other questions regarding your future retirement.

Risks and Discomforts: There are no recognizable risks or discomforts that are anticipated from your participation in the study.

Benefits: The anticipated benefit of your participation is the opportunity to discuss feelings, perceptions, and concerns related to your retirement preparation, and to contribute to the understanding of retirement preparation and readiness. The knowledge obtained from this study will be of great value to the West Cameroon Conference of Seventh-day Adventist Church in particular.

Confidentiality: The information gathered during this study will remain confidential, your identity will not be revealed and all the responses received will be coded and summed to protect your personal identity. Only the research team will have access to the study data and information.

Withdrawal without Prejudice: Please note that your participation in this study is voluntary and you may withdraw at any time without any penalty.

If you have any questions or concerns about participating in the study or completing the attached questionnaire, please contact the MBA Program Director at Adventist University of Africa via e-mail<ganuj@aua.ac.ke>

Consent: Please sign below if you agree to participate. Your signature below indicates that you have decided to participate in this study and that you have read and understood the information provided above.

Subject's Signature: _____ Date: _____

Researcher's _____ Date: _____

Signature: _____

Thank you so much for your time!

Questionnaire:

Instruction: Using the scale below, circle the number that best describes your views.

Circle 1 if you Strongly Disagree with the statement

Circle 2 if you Disagree with the statement

Circle 3 if you are Unsure

Circle 4 if you are Agree with the statement

Circle 5 if you Strongly Agree with the statement

Readiness	Rating Scale				
I attend pre-retirement planning seminars whenever there is an opportunity.	1	2	3	4	5
I think of my retirement as something very far away.	1	2	3	4	5
I will have enough money to take care of basic expenses during my retirement years.	1	2	3	4	5
I am confident that I (and my spouse) will have enough money to live comfortably throughout my retirement.	1	2	3	4	5
I have acquired physical assets (e.g. land, house, farm, etc.) to assist me in my retirement.	1	2	3	4	5
I am ready to face retirement when it comes.	1	2	3	4	5
Attitude					
Retirement is an opportunity to relax and go easy.	1	2	3	4	5
Much of a retired person's life is boring.	1	2	3	4	5
When a person retires, he has one foot in the grave.	1	2	3	4	5
Retired people are generally lonely.	1	2	3	4	5
Financial problems are common in retirement years.	1	2	3	4	5
Retirement is a time to explore new things and to grow in new ways.	1	2	3	4	5
Financial Preparedness					
I am saving regularly for my comfortable retirement in the future.	1	2	3	4	5
I know how much money I have to save every month in order to retire at a comfortable level.	1	2	3	4	5
I have acquired financial assets to assist me in my retirement.	1	2	3	4	5
I have subscribed to an insurance policy to assist me in my retirement.	1	2	3	4	5
I can calculate my retirement benefits.	1	2	3	4	5
My current salary makes it difficult to save money.	1	2	3	4	5
Physical Preparedness					
I presently enjoy excellent health.	1	2	3	4	5
I exercise for 30 minutes or more regularly.	1	2	3	4	5
I go for a regular health check-up.	1	2	3	4	5
I balance my time between work, personal life, and leisure.	1	2	3	4	5
I am able to sleep well at night for at least 6 hours.	1	2	3	4	5
Social Support					
I actively participate in community service.	1	2	3	4	5
I am actively involved in my local church.	1	2	3	4	5
I have a reliable network of friends who will help me if I have a serious problem.	1	2	3	4	5
My family is my strongest support.	1	2	3	4	5

When I feel lonely, there are several people I can talk to.	1	2	3	4	5
Mental Preparedness					
I am looking forward to my retirement years.	1	2	3	4	5
I expect retirement to be the best years of my life.	1	2	3	4	5
The thought of growing old scares me.	1	2	3	4	5
When I think of retirement I get depressed.	1	2	3	4	5
The future seems hopeless to me.	1	2	3	4	5
Role of Management					
Management regularly organizes financial literacy programs for employees.	1	2	3	4	5
I am aware of my retirement benefits.	1	2	3	4	5
Management regularly organizes pre-retirement planning programs for employees.	1	2	3	4	5
I am aware of the retirement plans and policies of the SDA Church.	1	2	3	4	5
My organization offers pre-retirement advisory sessions for employees.	1	2	3	4	5

About Yourself and Work life

Instruction: Read each question carefully and tick (√) where appropriate

Gender: Male Female

Highest Educational Qualification: Secondary Bachelors Masters Doctorate
 Others _____

Marital Status: Single Married Widow/er

How long have you been working in this church institution? _____ years.

How old are you? _____ Years.

Employment Status: Pastor Staff Administrator

Teacher/Lecturer Others _____

How many children and other are you caring for? _____

Do you own a house? Yes No

Do you own any business venture (e.g. farm)? Yes No

What percentage of your monthly salary do you save? Nothing Less than 20%

Between 20% - 35% Between 36% - 50% Over 50%

Your contribution to this study is greatly appreciated! Thank you!

French Version

Lettre de consentement et questionnaire

Cher participant

Mon nom est Ndoumbe Guillaume Calvin. Je suis étudiant à l'Université Adventiste d'Afrique (AUA), poursuivant des recherches de Maîtrise en Gestion/Administration. Pour satisfaire aux exigences de ce programme, je conduis une recherche en vue de la préparation a retraite des employés de la fédération l'Ouest Cameroun. En tant qu'employé, votre avis et contribution sont très importants pour cette recherche, c'est pourquoi je vous invite à participer à cette recherche. Avant d'accepter d'y participer je vous encourage grandement à lire l'objectif et les détails de la recherche.

L'objectif de la recherche est d'examiner à quel point les employés de la Fédération de l'Ouest se préparent en vue de leur retraite et de proposer un programme qui pourrait promouvoir une préparation adéquate pour la retraite. Votre participation consiste à remplir un questionnaire qui pose quelques questions de base vous concernant ainsi que votre préparation en vue de la retraite.

Risques et inconforts : Votre participation à cette recherche ne vous expose à aucun risque et vous ne souffrirez d'aucun inconfort.

Avantages: Les avantages de votre participation à cette recherche résident dans la possibilité D'exprimer vos sentiments, Votre perception et vos préoccupations concernant votre retraite. Vous contribuerez ainsi à la compréhension de ce sujet. Les découvertes, issues de cette recherche seront particulièrement profitables à la Fédération de l'Ouest des églises Adventistes du septième jour.

Confidentialité: Les informations collectées pendant cette recherche resteront votre, et votre identité ne sera pas révélée et les réponses reçues seront codées pour protéger votre identité. Seule l'équipe de recherche aura accès aux données.

Retrait sans préjudice: votre participation à cette recherche est volontaire et Vous êtes libre de vous retirer sans préjudice aucun.

Si vous avez des questions ou des préoccupations concernant la recherche ou comment remplir le questionnaire, veuillez contacter le Directeur du programme de maitrise en Gestion/Administration à de l'Université Adventiste d'Afrique par e-mail<ganuj@aua.ac.ke>

Consentement: S'il vous plait, veuillez signer ci-dessous si vous consentez à participer. Votre signature signifie que vous consentez à participer à l'recherche et que vous avez lu et compris les informations ci-dessus.

Signature du participant: _____ Date: _____

Signature du chercheur: _____ Date: _____

Merci beaucoup pour votre temps!

Questionnaire

Instruction: Utilisant l'échelle suivante, encerclez le chiffre qui décrit mieux votre point de vue

Êtes Absolument Pas D'accord

Encerclez 1 si vous n'êtes Absolument Pas D'accord avec la déclaration

Encerclez 2 si vous n'êtes Pas d'accord avec la déclaration

Encerclez 3 si vous êtes Incertain

Encerclez 4 si vous êtes D'accord avec la déclaration

Encerclez 5 si vous être Absolument D'accord avec la déclaration

Niveau de préparation	Echelle de notation
-----------------------	---------------------

Je participe aux séminaires de pré-retraite chaque fois que l'occasion se présente	1	2	3	4	5
Je pense à ma retraite comme une chose qui aura lieu dans un futur éloigné	1	2	3	4	5
J'aurai assez d'argent pour prendre soin de mes besoins pendant la retraite	1	2	3	4	5
Je suis confiant que moi-même (et mon épouse) aurons assez d'argent pour vivre confortablement pendant la retraite	1	2	3	4	5
J'ai acquis des propriétés (ex : terrains, maison, plantations, etc.) qui pourront servir pendant la retraite.	1	2	3	4	5
Je suis prêt à faire face à la retraite quand elle arrivera	1	2	3	4	5
Attitude					
La retraite est un moment de relaxation et de vie sans souci	1	2	3	4	5
Une grande partie de la vie de retraite est ennuyeuse	1	2	3	4	5
Prendre sa retraite, c'est déjà avoir un pied dans la tombe	1	2	3	4	5
Les retraité(e)s vivent généralement dans la solitude	1	2	3	4	5
Les problèmes financiers sont courants pendant la retraite	1	2	3	4	5
La retraite est un bon moment pour explorer de nouvelles choses et se développer dans d'autres domaines.	1	2	3	4	5
Préparation financière					
J'épargne régulièrement pour Vivre confortablement pendant ma retraite	1	2	3	4	5
Je sais Quelle somme d'argent je dois épargner chaque mois pour avoir une retraite confortable	1	2	3	4	5
J'ai acquis des actifs financiers qui m'aideront pendant la retraite	1	2	3	4	5
J'ai souscrit à une assurance retraite	1	2	3	4	5
Je peux calculer mes profits de retraite	1	2	3	4	5
Mon salaire actuel rend l'épargne difficile	1	2	3	4	5
Préparation physique					
Je jouis actuellement d'une santé excellente	1	2	3	4	5
je fais de l'exercice pendant 30 minutes ou plus régulièrement	1	2	3	4	5
Je procède fréquemment à des bilans de santé	1	2	3	4	5
J'équilibre bien ma vie entre travail, vie personnelle et loisirs	1	2	3	4	5
Je dors bien pendant la nuit	1	2	3	4	5
Soutien social					
Je participe activement au service communautaire	1	2	3	4	5
Je suis activement impliqué dans les activités de mon église locale	1	2	3	4	5
J'ai un réseau fiable d'amis qui m'aideront en cas de problème	1	2	3	4	5
Ma famille est mon soutien le plus fort	1	2	3	4	5
J'ai plusieurs personnes à qui parler quand je me sens seul	1	2	3	4	5
Préparation mental					
Je me réjouis à la pensée de ma retraite	1	2	3	4	5
J'anticipe que mes jours de retraite seront les meilleurs de ma vie	1	2	3	4	5
La pensée de vieillir m'effraie	1	2	3	4	5
Quand je pense à la retraite, je déprime	1	2	3	4	5
Le futur me semble désespéré	1	2	3	4	5
Rôle de l'Administration					

L'administration organise régulièrement des séminaires sur la gestion financière personnelle pour les employés	1	2	3	4	5
Je suis au courant de mes bénéfices de retraite	1	2	3	4	5
L'administration organise régulièrement des séminaires d'information de planification de retraite pour les employés	1	2	3	4	5
Je suis au courant des plans et règlements de retraite de l'Église Adventiste du Septième Jour	1	2	3	4	5
Mon institution organise régulièrement des séances d'information et préparation à la retraite pour les employés	1	2	3	4	5

VOUS ET VOTRE TRAVAIL

Instruction: Lire attentivement chaque question et tiquer (✓) l'endroit approprié

Sexe: Masculin Féminin

Qualification la plus élevée: Secondaire Licence Masters Doctorat

Autres _____

Statut Marital: Célibataire Marié(e) Veuf (e) Divorcé(e)

Depuis combien de temps avez-vous travaillé dans cette institution d'église?
_____ années.

Quel âge avez-vous? _____ ans.

Nature de l'emploi: Pasteur Autre Personnel Administrateur

Enseignant Autres _____

Combien d'enfants avez-vous et qui sont à votre charge? _____

Possédez-vous une maison? Oui Non

Avez-vous une activité génératrice de revenus par exemple une ferme ? Oui

Non

Quel pourcentage de votre revenu épargnez-vous? Rien Moins de 20% Entre 20% - 35% Entre 36% - 50% Plus de 50%

Votre contribution à cette recherche est grandement appréciée! Merci

APPENDIX B

STATISTICAL DATA

About gender: Male [] Female []

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	49.5	49.5	49.5
	Female	51	48.6	48.6	98.1
	3	2	1.9	1.9	100.0
	Total	105	100.0	100.0	

**About highest Educational Qualification: Secondary [] Bachelors [] Masters []
Doctorate [] Others**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	29	27.6	27.6	27.6
	Bachelor	28	26.7	26.7	54.3
	Master	27	25.7	25.7	80.0
	Doctorate	2	1.9	1.9	81.9
	Other	19	18.1	18.1	100.0
	Total	105	100.0	100.0	

About Marital Status: Single [] Married [] Widow/er []

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	34	32.4	32.7	32.7
	Married	67	63.8	64.4	97.1
	Widow	3	2.9	2.9	100.0
	Total	104	99.0	100.0	
Missing	System	1	1.0		
Total		105	100.0		

About long have you been working in this church institution?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	(0-10)	50	47.6	48.1	48.1
	(11-20)	25	23.8	24.0	72.1
	(21-30)	25	23.8	24.0	96.2
	(31-40)	2	1.9	1.9	98.1
	(41- more)	2	1.9	1.9	100.0
	Total	104	99.0	100.0	
Missing	System	1	1.0		
Total		105	100.0		

About how old are you?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	(0-10)	8	7.6	7.6	7.6
	(11-20)	33	31.4	31.4	39.0
	(21-30)	38	36.2	36.2	75.2
	(31-40)	26	24.8	24.8	100.0
	Total	105	100.0	100.0	

About employment Status: Pastor [] Staff [] Administrator [] Teacher/Lecturer [] Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pastor	33	31.4	31.4	31.4
	Staff	15	14.3	14.3	45.7
	Administrator	15	14.3	14.3	60.0
	Teacher/Lecturer	40	38.1	38.1	98.1
	Others	2	1.9	1.9	100.0
	Total	105	100.0	100.0	

About how many children and others are you caring for?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	(0-5)	87	82.9	83.7	83.7
	(6-10)	12	11.4	11.5	95.2
	(11-more)	5	4.8	4.8	100.0
	Total	104	99.0	100.0	
Missing	System	1	1.0		
Total		105	100.0		

About owning a house? Yes [] No []

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	21	20.0	20.0	20.0
	no	81	77.1	77.1	97.1
	3	3	2.9	2.9	100.0
	Total	105	100.0	100.0	

About owning any business venture (e.g. farm)? Yes [] No []

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	11.4	11.4	11.4
	No	92	87.6	87.6	99.0
	3	1	1.0	1.0	100.0
	Total	105	100.0	100.0	

What percentage of your monthly salary do you save?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nothing	23	21.9	21.9	21.9
	Less than 20%	71	67.6	67.6	89.5
	(21%-35%)	9	8.6	8.6	98.1
	(36%-50%)	2	1.9	1.9	100.0
	Total	105	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About retirement as an opportunity to relax and go easy.	105	1	5	3.01	1.105
About retired person's life is boring	104	1	5	2.99	1.273
About person retires, he has one foot in the grave	105	1	5	2.10	1.278
About retired people are generally lonely	105	1	5	2.68	1.319
About financial problems are common in retirement years	105	1	4	2.80	.578
About retirement as a time to explore new things and to grow in new ways.	105	1	5	3.83	1.004
Attitude	105	1.89	4.11	2.9011	.52251
Valid N (listwise)	104				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About actively participate in community service	105	2	5	3.65	.961
About actively involved in my local church.	105	2	5	4.01	.956
About having a reliable network of friends who will help me if I have a serious problem.	105	1	5	2.92	.997
About family is my strongest support	105	1	5	3.11	1.068
About feeling lonely, there are several people I can talk to.	105	1	5	3.50	1.084
Social	105	2.00	4.60	3.4381	.58710
Valid N (listwise)	105				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About presently enjoy excellent health	104	1	5	3.50	1.043
About exercise for 30 minutes or more regularly	105	1	5	3.27	1.476
About going for regular health check-up	105	1	4	2.48	1.186
About balancing my time between work, personal life, and leisure	105	1	5	3.29	1.054
About being able to sleep well at night for at least 6 hours	105	2	5	3.49	.962
Physical	105	2.00	4.60	3.2033	.76423
Valid N (listwise)	104				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About saving regularly for my comfortable retirement in the future	105	1	5	3.41	.978
About knowing how much money I have to save every month in order to retire at a comfortable level.	105	1	5	3.11	1.112
About having acquired financial assets to assist me in my retirement	105	1	5	2.55	1.201
About having subscribed to an insurance policy to assist me in my retirement	105	1	5	2.26	1.338
About calculating my retirement benefits	104	1	5	2.29	1.312
About the current salary makes it difficult to save money	104	1	5	3.21	1.356
FinancialPrep	105	1.00	4.00	2.8000	.57800
Valid N (listwise)	104				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About looking forward to my retirement years.	105	1	5	3.37	1.031
About expecting retirement to be the best years of my life.	105	1	5	3.06	1.027
About thought of growing old scares me	105	1	5	2.28	1.181
About I think of retirement I get depressed.	105	1	5	1.80	1.004
About future seems hopeless to me.	105	1	5	1.97	1.156
Mental	105	1.60	4.20	2.4952	.51373
Valid N (listwise)	105				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About attending pre-retirement planning seminars whenever there is an opportunity	104	1	5	2.79	1.391
About thinking of my retirement as something very far away.	104	1	5	2.66	1.524
About having enough money to take care of basic expenses during my retirement years.	105	1	5	3.18	.978
About having enough money to live comfortably throughout my retirement	104	2	5	3.09	.883
About having acquired physical assets to assist me in my retirement.	105	1	5	2.84	1.102
About be ready to face retirement when it comes	105	1	5	3.49	1.153
Readiness	105	2.00	4.17	3.0083	.52438
Valid N (listwise)	102				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
About management regularly organizes financial literacy programs for employees	105	1	5	2.42	.928
About being aware of my retirement benefits	105	1	5	2.53	1.421
About management regularly organizes pre-retirement planning programs for employees	105	1	4	2.07	.847
About aware of the retirement plans and policies of the SDA Church.	105	1	5	3.17	1.312
About organization offers pre-retirement advisory sessions for employees.	105	1	4	2.02	.961
ManagementRole	105	1.00	4.20	2.4419	.75940
Valid N (listwise)	105				

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