

**DECISION-MAKING ABOUT BRIDGE EMPLOYMENT  
OF SENIOR PEOPLE IN THAILAND**



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**DECISION-MAKING ABOUT BRIDGE EMPLOYMENT  
OF SENIOR PEOPLE IN THAILAND**

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Jutamas Suwantitanon

## **DECISION-MAKING ABOUT BRIDGE EMPLOYMENT OF SENIOR PEOPLE IN THAILAND**

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### **ABSTRACT**

Population aging is the significant concern for the organization, society and individual. It impacts not only the inadequate workforce but also the changing requirement. Therefore, this research aim to understand about retirement plan of senior people. The transition phase between long-term career employment and withdrawal from labor market might be intervened by bridge employment to improve the effectiveness for senior workforce.

The semi-structure interview was employed to gain in-depth information from senior people in Thailand in order to identify the factors that affect the decision-making about life after retirement. The approach to design attractive bridge employment for senior people also included in the study. Results indicate that senior worker aim to participate bridge employment if the organization, career and environment align with their specific requirements.

**KEY WORDS:** Aging population/ Retirement/ Bridge employment/ Senior worker

31 pages

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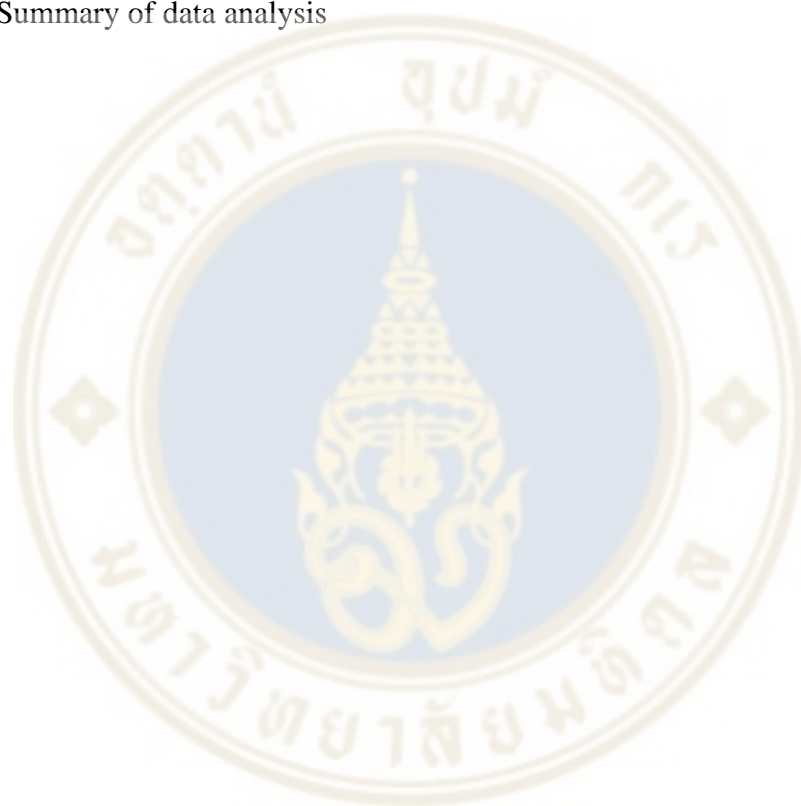
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# **CHAPTER I**

## **INTRODUCTION**

The inadequate of qualified workforce is the significant concern for the organization in this era. As the aging population impact the number of labor force in the market, it is crucial to maintain competitive advantage of the company and develop effective knowledge management by retaining the senior workforce. For this reason, the resolution might be the employment opportunity for the older workers to expand the working duration in order to create value to next generation.

### **1.1 Research Questions**

The research was conducted to understand the attitude of senior people towards bridge employment. Therefore, the research question was designed to find the reason why senior workforces decide to continue working after retirement or completely retire from long-term career employment. In addition, the possibility to develop quality of life for the specific group of senior workers to respond the demographic change which impact the changing need of both organization and employees.

### **1.2 Research Scope**

The study mainly focuses on the senior people in Thailand in order to answer the research question. The information provided from the senior workers can reflect the attitude of the particular group. After retirement, the retirees have different plan for their life which the study aim to explore and gather the information to understand the need of the senior people.

### **1.3 Research Objectives**

The ultimate goal of the study is to explore the opportunity for senior people in aging society. Currently, the organization confront with the problem to manage human capital because of the demographic change. Therefore, the study to find the need of senior worker can help the organization develop the career to attract those qualified workers.

### **1.4 Expected Benefits**

First, the organization can design the job that match with the preference of senior workers which can enhance the satisfaction and engagement. If the organization can develop desirable career for senior people, it will increase effectiveness by maintaining knowledge within the organization.

Second, senior people can apply the information from the study for the plan after retirement. This will increase the understanding of those specific characteristics in order to design the career or activity to align with the senior workforce.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter included three sections as following;

2.1 Demographic change

2.2 Retirement

2.3 Bridge employment

#### **2.1 Demographic Change**

##### **2.1.1 Aging society**

From the research of Topa et al. (2014), the increasing life expectancy associated with declining fertility can result in the anxiety about the consequences of aging population. The advancement of medical treatment allows people to live longer, which mean that the society will confront with the increasing number of retired employees and pension commitments.

##### **2.1.2 Business impact**

Currently, aging and shrinking labor force significantly impact the business strategy. As the organization might confront with the insufficiency of skilled and qualified employees, it could result in losing its competitiveness. Karpinska, Henkens and Schippers (2013) suggested that the organization might have to retain and employ older workers due to the demographic change and aging society. Topa et al. (2014) said that the industrialized countries take into the consideration that the workers over fifty years old participate in the labor market so it could define that older workers seek for paid job, known as bridge employment. Based on Lichtenthaler and Fischbach (2016), the valuable resource of the company is the older employees who continue working after reaching their official retirement age which can help the company solve the challenges

from decreasing workforce and growing number of older workers. Therefore, it is interesting to study how to build motivation for the older employees to work beyond the formal retirement age.

## **2.2 Retirement**

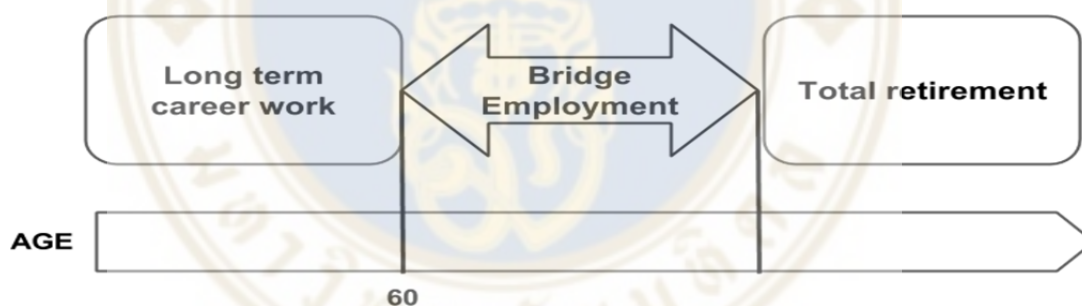
According to Beehr and Bennett (2014), it is obvious that we could not specify the formal retirement age for the entire workers. People withdraw from the career employment at diversified age. Therefore, retirement process appears to be simply to define until the individuals aim to measure it for clear explanation. The definition of retirement can apply discretion based on perspective as the individuals who are retired by one clarification are might not retired by another clarification. Hébert and Luong (2008) said that “if ‘retirement’ is the complete cessation of paid work, it is no longer clear when this process of retiring actually begins”. The duration of retirement process can involve in several patterns such as gradually reduce the number of working hours, exit the labor market and return to career employment one or more times before the complete withdrawal of career employment. Pengcharoen and Shultz (2010) indicated that there are the alternatives for the individuals who decide to retire, they can select to leave their career employment for full-time retirement or accept bridge job within or outside their career field. Additionally, the various surveys notice that over seventy percent of baby boomers have a tendency to participate in bridge employment rather than choose full-time retirement.

## **2.3 Bridge employment**

### **2.3.1 Definition**

Bridge employment is ambiguous as the researches stated about the definition and explanation, although it has arisen for a long period of time. There is no explicit evidence of bridge employment due to the unclear timeline of retirement process. However, there are several researches define ‘Bridge employment’ in various perspectives. Beehr and Bennett (2014) mentioned that “bridge employment is defined simply as working

for pay after retirement, or more formally, as labor force participation by older workers after they leave a career job and before they completely and permanently withdraw from the labor force”. According to Topa et al. (2014), bridge employment can be various forms of older workforce participation in labor market that occurs between their retirement and complete workforce withdrawal. It could be part-time, full-time or self-employment which is commonly related to the composition of less working hour with more flexibility, fewer task or responsibility, and less physical requirement. In addition, bridge employment can be categorized into two types which are career consistent employment and different occupation as well. For instance, the employees might stay within the same company or other company but remain in the same occupation. On the other hand, the individual might decide to move to the different field or self-employment. Mohamed (2012) illustrated that bridge employment is the short-duration career that occurred along the transition between long-term career work and total retirement as in the framework below.



**Figure 2.1 Career work, Bridge employment and Total retirement**

Source: Mohamed, M. (2012). Ergonomics of bridge employment. *Work: A Journal of Prevention, Assessment, and Rehabilitation*, 41, 307-312. doi:10.3233/WOR-2012-0174-307

### **2.3.2 The decision-making process and outcome of bridge employment**

After the retirement, there are many factors influence the retirees to decide whether they should exit the labor force for full-time retirement or continue working within or outside their career industry. However, bridge employment is highlighted for the transition process from career employment and retirement in this study. Similar to general decision making process, bridge employment also has framework and related

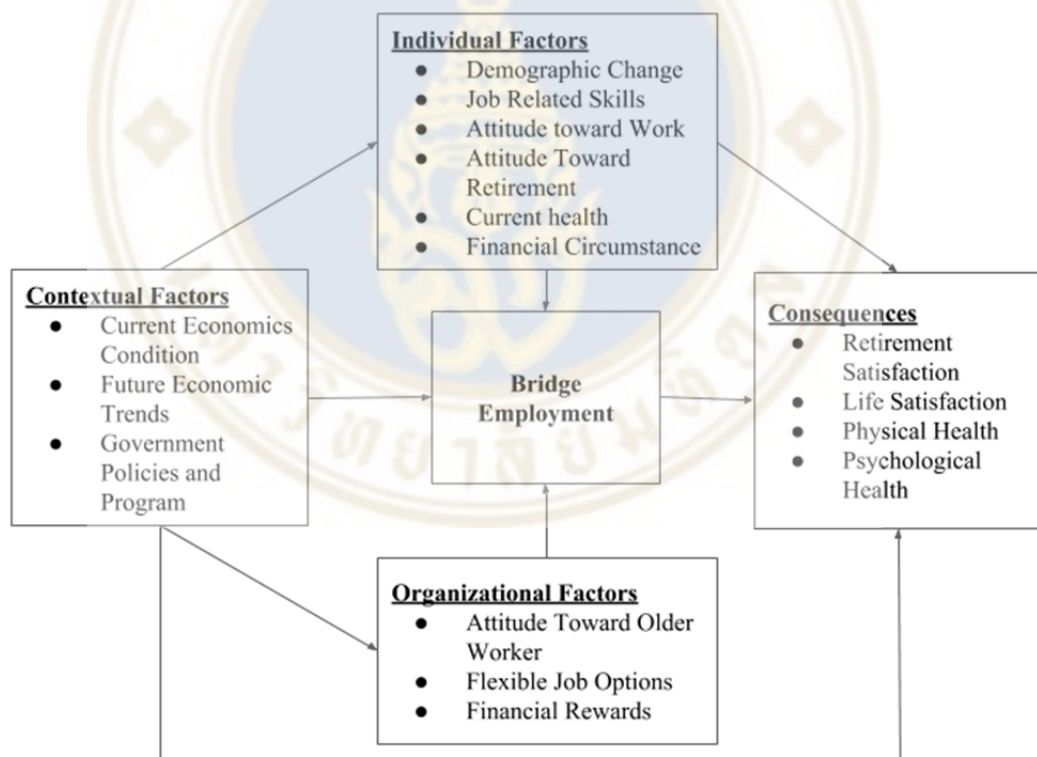


factors. According to Mohamed (2012) and Topa et al. (2014), the factors that might influence older workers to engage in bridge employment are complicated, and could be classified as personal factors and environmental factors.

- Personal factors: The individual factors consist of demographic status, life satisfaction, plan after retirement, working spouse, health condition, financial situation, dependent children, job satisfaction and personal alternative.

- Environmental factors: The external drivers can impact the decision such as economic situation, attitude toward aging workforce, flexible alternative for work, attractive compensation and benefit.

The next model was demonstrated by Adams and Beehr (2003), it examines the variety of antecedents that lead to the decision to accept bridge employment and the expected results after participate bride employment.



**Figure 2.2 The model of antecedents and outcomes of bridge employment**

Source: Adams, G. A., & Beehr, T. A. (2003). *Retirement: reasons, processes, and results*. New York: Springer Pub

From the figure above, it illustrates that contextual factors directly impact bridge employment determination and also affect both individual and organizational factors. Respectively, the individual and organizational factors directly influence bridge employment. Lastly, bridge employment leads to several outcomes for individual and their relatives. Adams and Shultz (2009) stated that the retirement decision process is influenced by three significant variables as following;

- Individual factors: The characteristics of individuals and situation that cause them more or less likely to work after retirement or completely withdraw from the career employment. For example, demographics, personalities, expertise, financial situations job satisfaction, family and health.
- Organizational factors: The organizations which the older workers were employed could impact the result of retirement. The policy and conditions provided for the older workforce can influence the decision-making process such as working conditions, demand for employment, compensations and benefits and retirement plan.
- Societal factors: This factor impact the majority of retirees as the increasing number of aging population and expanding life span allow older adults to continue to work longer. The economic situation and business trend can impact the aging workforce as it impacts well-being of people and the organization. Also, the government can enforce laws which will affect the retirement such as taxes, labor laws, migration and health plan.

### **2.3.3 The impact of bridge employment**

Topa et al. (2014) indicated that bridge employment is significant to workers, companies and societies in several aspects. First, the older workers can consider the bridge job as the opportunities to maintain the economic well-being, social interaction and quality of life after retirement. Moreover, it could be used as the tool to manage the dynamic and gradual transition from career employment to non-working life. Second, it could support the company to generate the competitive advantages as they determine that bridge employment and human resource policy which support older workforce would attract and retain the qualified employees who have the long-term experience. Last, the risk of social security contribution will be deducted as it prevents the great number of retirement workforce in the short period of time.

The research framework concentrates on the relevant factors which impact older workforce to decide whether to work after retirement or fully retire from career job. The purpose of the study is to explore the opportunities for effective retirement.





## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The research is conducted to answer and explore why the older workforces continue their career job after reaching the retirement age or withdraw from labor market for full-time retirement. The main objective of this research is to study the influencing factors that affect the decision-making process of aging workers to engage in bridge employment or completely workforce withdrawal and also including study the effective characteristics of bridge employment to encourage older employees to prolong their employment status.

#### **3.1 Primary Data Collection Method**

The information will be collected by conducting the interview with specific group of interviewees, the older workers who seeking for the alternatives to manage the transition between long term career work and fully retirement. Therefore, interview method could provide primary data that can answer the research question particularly as it could directly investigate to find the accurate information apart from the secondary data from literatures. In addition, the in-depth information related to the research question will be pursued by observing the reaction and meaning behind the interviewees' description and experience.

#### **3.2 Interview Method**

In order to identify the factors that lead the older workforce to participate in bridge employment or completely retire from career work; and the components to form the satisfactory options for bridge employment, the in-depth interview can be the solution to explore the information for answering research question. The in-depth interview will be used in this study so that it could gather the precise information from the

participants with specific qualification. Moreover, the interview method can be customized into particular detail according to response, experience and attitude of interviewees so that the qualitative data will be collected in full range to understand the research topic. To conduct the interview, two-ways communication between interviewer and interviewee which are face-to-face interviewing and phone interview will be applied depend on the participant's preference.

### 3.2.1 Target Population

According to the research topic, this study focuses on the older workers age fifty to sixty-five. There are eleven participants who provide the primary data through interview method in order to develop the understanding about research topic.

### 3.2.2 Sample Selection

The participants will be chosen based on the qualification that align with research topic which are the older workers who tend to retire from career job or totally retired from long term career work. The representatives for conducting the interview are listed as following;

**Table 3.1 Interviewee list**

Code	Gender	Retirement Status	Current Status	Past Experience
A	Male	Never retired	Business owner (Self-employed)	Business owner (Construction) 32 years
B	Male	Never retired	Business owner (Self-employed)	Business owner (Legal) 8 years  Business owner (Construction) 21 years
C	Male	Never retired	Financial Advisory (Full-time employee)	Employee (Financial Advisory) 30 years

**Table 3.1 Interviewee list (cont.)**

<b>Code</b>	<b>Gender</b>	<b>Retirement Status</b>	<b>Current Status</b>	<b>Past Experience</b>
D	Male	Never retired	Financial Advisory (Full-time employee)	Employee (IT) 20 years  Employee (Financial Advisory) 5 years
E	Male	Never retired	Department Manager (Full-time employee)	Employee (State Enterprise-operation) 30 years  Employee (State Enterprise-Manager) 4 years
F	Female	Never retired	Director (Full-time employee)	Employee (Healthcare Industry-operation) 18 years  Employee (Healthcare Industry-Director) 8 years
G	Female	Never retired	Senior Manager (Full-time employee)  Instructors (Part-time)	Employee (Banking Industry-operation) 7 years  Employee (Banking Industry-Manager) 15 years
H	Male	Retired	Independent Consultant (Part-time)	Employee (Engineer) 22 years  Business owner (Retail) 10 years

**Table 3.1 Interviewee list (cont.)**

Code	Gender	Retirement Status	Current Status	Past Experience
I	Male	Retired	Independent Consultant (Part-time)	Employee (Government-Officer) 28 years  Employee (Government-Committee) 18 years
J	Male	Retired	Independent Consultant (Part-time)	Employee (Government-Officer) 15 years  Employee (Government-Commander) 25 years
K	Male	Retired	Independent Consultant (Part-time)	Employee (Government-Officer) 25 years  Employee (Government-Commander) 15 years

### 3.2.3 Develop Open-ended Question

The purpose to find the significant factors that drive older workers to work after retirement or completely withdraw from career job, the open-end questions will be asked to allow interviewees answer the question rely on their individual experience and perspective. The semi-structure interview question for research questions are listed as following;

**Table 3.2 Open-ended Interview Question**

<b>Topic</b>	<b>Interview Question</b>
Current status	1. Are you retired from your career job? 2. What is your major activity in your daily life if you retired/ not retired from the career job?
Past experience	3. Can you explain briefly about your past working experience?
Retirement plan	4. Do you prefer the retirement or likely to find the job? If you want to find the job, what is needed to prepare to get a job? 5. What is your motivation to continue working after retirement or completely withdraw from career employment?
Bridge employment	6. If you continued working after retirement, you will participate in the same career job or different occupation? If different, why you changed your field? 7. What is the characteristic of effective job for retired people?
Future-oriented for senior people	8. Is it practical to initiate the recruitment agency for the retired people? Does the company or employees willing to hire these people? 9. How to motivate them to apply for the job? 10. What kind of job or occupation matches with their lifestyle?

### 3.2.4 Develop Probing Techniques

The interview questions designed for collecting the related information will be supported by probing techniques to find more detail to clarify the research question. During the interview session, probing questions can be applied to follow up the information when the answer is ambiguous; or when the information given is needed to be more specific.

### 3.2.5 Conduct the Interview

The majority of data collection will be in-person interview to observe and explore the answer directly. However, there will be the telephone interview for the

participant who could not arrange the schedule for face-to-face interview. The duration for conducting the interview will be approximately fifteen-thirty minutes for each person. The information acquired will be confidential to ensure that the interviewees could disclose the information without individual identification and personal conflict.





## **CHAPTER IV**

### **DATA COLLECTION AND ANALYSIS**

The in-depth interview with focus group provides the applicable information to answer the research question. This chapter contains the summary of data finding from the target group which will be classified according to the topics as following;

#### **4.1 Retirement Plan**

The interview questions in this topic will be asked to identify the tendency of older workforce to make a decision for their retirement plan whether they would like to completely withdraw from career job or continue working after retirement. The additional purpose is to find the positive and negative factors that impact the decision-making process in bridge employment participation.

##### **4.1.1 Decision-making about retirement plan**

From the semi-structured interview, the entire group of selected samples aim to work after retirement. The interviewees provide the answer without any hesitation as they have the positive attitude to continue working after retirement. The business owner, Mr. B, shared the perspective as *“Fully-retirement will never be a plan because it is unusual to just idle for the whole day.”* Mr. I, the retired government officer, said that *“The official retirement age for government sector is too early for the workers; the majority of employee desire to extend the working duration as they are capable of working after retirement age. However, the strict regulation forces the employees to leave the job without any compromise.”* Another retired government office, Mr. J stated that *“The sudden termination from career work might cause the mental health deterioration so it is crucial to seek for the activity during the transition between long-term career work and fully retirement.”* From the discussion, it reflects the passion of senior people to continuously work as long as they are competent and vigorous.

#### 4.1.2 The factors influence senior people to work after retirement

- Knowledge sharing

The participants would like to apply the knowledge and expertise gain from long-term experience to create the values for next generations. The senior workers desire to maintain the competency as they are anxious about the loss of knowledge after the retirement. According to the statement of Mr. J, it can be concluded that *“Life after retirement should devote to create value for other people by using the expertise and long-term experience.”*

- Isolation

This factor was mentioned by the majority of interviewees as they could not imagine their life without purpose. The retirees aim to participate bridge employment or activity during long-term career job and complete withdrawal from career job. Bridge employment can help the senior people to gradually adapt with the transition so that they can reduce the stress from immediate change. Mr. B said that *“Daily life should include the activity or job that can reduce the tension from isolation which can be negative to mental health.”*

- Pursuit of Dream job

In the working life, people might not be able to select the desirable career as they might have restrictions such as limited resources, lack of opportunities and obligations. Therefore, retirement can be the right time to make a decision for the new journey. Mr. E told that *“After retirement, it will be the time to terminate the long-term employment which is not favorable. So, there will be a plenty of time to achieve the dream to be the teacher for the student in remote area to raise the quality of education.”*

- Role model

The motivation can be the external factor as the individual perceives the value and passion from role model. Ms. G said that *“Family and relative impact the decision making toward retirement plan because role model used to work for the society after retirement. Then, it builds the eagerness to be the admired person like them.”* On the other hand, Mr. J told that *“From the experience, the colleagues who decide to completely terminate from career job struggle with life after retirement.”*



*Bridge employment is the solution to prevent negative impact of retirement without any activity in daily life which can cause the tension from vacancy.”*

- Compensation and benefit

The entire group of selected respondents mentioned that *“It would be benefit for the retire workers to maintain wealth after retirement. However, the revenue from bridge employment can be accepted for the small amount as a reward comparing with the previous income from the career job because the senior workers can perform to the task less than usual.”* The viewpoint of the target interviewees can indicate that the senior workers are independent from work after retirement to earn for living.

#### **4.1.3 The factors influence senior people to withdraw from career employment**

- Health concerned

Senior workforce is the group of aging employees who might not be able to work under the high physical requirement condition. Health condition can be the significant factors which hinder the ability to work after retirement. Mr. A said that *“The reason to continue work after retirement is to transfer knowledge and business to next generation. However, it is inevitable to concern about health at this age because we could not deny that we are old.”*

- Stress from the career job

The anxiety from career work can force retirees to leave the labor market as it can cause mental health disease and depression. Mr. K admitted that *“The career for senior workforce should be less stressful unless it will be better to select fully-retirement from career job to maintain good health.”*

## **4.2 Bridge Employment**

This topic primarily focuses on the distinct characteristics of bridge employment. The retirees might have the unique requirements when they participate the career after retirement. Therefore, it is essential to understand the needs of target respondent to design the practical career job for the senior people as it could build and share the common interests for individual, organization and society.

#### **4.2.1 Career Selection for Bridge employment**

The participants have individual perspectives and conditions towards this question whether bridge employment should be the career consistent employment and different occupation. The explanation for each alternative will be described as following;

There are multiple reasons provided by participants who insist that senior workforce should continue working in the area of expertise. First, the accumulation of expertise and experience can generate highest benefit by sharing to other people. Ms. F explained that *“Nothing is more disappointing than qualified senior workers have to terminate from career employment by the strict regulation while they can transfer the most precious asset if they prolong working position with the current company. Second, it requires time and resource to start new things which might not compatible with senior people condition.”* The business owner, Mr. A, said that *“It will be easier to stick to the particular area of expertise because there is no need to start from scratch which might lead to failure.”*

The bridge employment should be different occupation from previous job from the other point of view. First, the passion to participate dream job can drive senior people to start a new journey as they did not have a chance before retirement age. The employee of state enterprise, Mr. E, admitted that *“After retirement age, it is the right time to obtain the dream job and cease the tedious long-term career employment. The driven factor is the passion to share knowledge with students in remote area to fulfill the lack of learning opportunity. Currently, the duty from career job minimizes the occasion to arrange time for social contribution activity.”* Second, the current occupation does not align with senior people characteristic and preference. The information from Mr. C indicated that *“The fluctuation and tension from the financial industry impact the decision to leave the unstable and competitive business after retirement, then find secure and stable job which require less effort in daily activity.”*

#### **4.2.2 The effective characteristics of Bridge employment**

- Flexible working hour

The working duration for the retired workforce should align with the physical limitation and individual condition so that they could maintain the balance in their life. Mr. J said that *“For retirement age, we can work less effective according to the constraint*

*of health condition. The working duration should be compatible with the characteristic of senior worker. For example, the working schedule could not be less than three days a week and can be adjusted according to the situation.”*

- Less physical requirement

The career work should not require huge effort and mobility to respond with the physical condition of senior workforce. Ms. F mentioned that *“Job for retirees should not be harmful to the health so that it could prevent the senior workers from fatigue and hazard.”*

- Flexible compensation and benefit

The other factor to motivate senior worker is the reward for their contribution. However, it does not impact for senior worker to earn high income as this group of people eager to continue working after retirement for several reasons beyond revenue. From the discussion with Mr. C, it can be concluded that *“It is acceptable to receive the income less than previous job as we understand that we cannot work hard comparing with labor workforce. However, if the career can create value to other people and provide little reward in return to ensure that senior workers do not have to pay additional expense maintain the working status, these elements will be perfectly match with value of senior worker who want to work after retirement.”*

- Align with the skill and competency

Past experience and expertise is the valuable resource that can generate value to other people. The job design should consider the competency of each senior worker so that they can continue working without any distract and anxiety toward the challenging. The perspective of Mr. E, the state enterprise employee who insist to discontinue working in the same field after retirement, can be summarize that *“No matter how the previous work is undesirable, but job after retirement should related to the basic competency of each people. For instance, the termination to the career employment does not mean the great effort to learn new skill as the career after requirement requires less professionalism that senior workforce have ability to completed the task assigned without any tense training and development requirement.”*

- Mobile workplace

The suggestion from Mr. D can be summarized that *“The flexible location and workplace can encourage senior workforce to work after retirement. For instance,*

*the job can be done at home so that the retirees do not have to travel to work.*” Call-center service can consider hiring aging workforce as the employees can work from anywhere only if they can access to the telephone.

- Create shared value and Social contribution

The influence factor that can drive senior worker to participate bridge employment is the opportunity to applied their knowledge and resource to develop the society. Retirees believe that their knowledge and skill is useful for the next generation. Ms. G, the part-time instructors, mentioned that *“It is the pleasure to keep developing the competency of next generation by using the knowledge and experience. Moreover, the happiness and success of the students are the greatest motivation to continue working as a teacher.”*

- Social interaction

Retirement is the process to terminate employee from the career job when they reach the official retirement age. The separation from working environment might reduce the social interaction between senior people and other people. Bridge employment can maintain the social interaction for the retirees as they have to communicate and collaborate in working life. One of selected interviewees agreed that *“Working environment support the mental health of senior workers as they can maintain the social interaction to reduce the negative impact from isolation.”*

### **4.3 Future-Oriented for Senior People**

The multiple evidences imply that the number of aging workforce has been increased in this era. For this reason, this section is designed to explore the opportunity for developing the job application channel for retirees in order to create effective knowledge sharing among organization, retired workforce and next generation.

#### **4.3.1 Recruitment Agency**

The majority of interviewees accept that it would be interesting to offer the channel to communicate between the company and group of retirees to transfer knowledge and information among the member. Mr. C, financial advisory, suggested that *“It is interesting to provide the channel for senior worker to find the job because it could*



*generate the options for the people who do not have the plan after retirement. The recruitment agency could be the intermediary to facilitate the matching of supply with demand for human capital. Therefore, the agency has to filter the key competencies of the senior workers to match with current labor market.”* For the state enterprise employee, Mr. E stated that *“The regulations of state enterprise insist on employees retiring at sixty. For this reason, the lack of alternatives in the retirement plan can be the opportunity for the agency to provide the options to manage the transition.”* However, Ms. F, the specialist the healthcare industry has the contradiction by providing the supportive argument that *“The opportunity to initiate the recruitment agency business for aging worker is difficult because the retirees definitely design the retirement plan before they official retire from the career job. In addition, the company responds with aging society by signing the contract with the employee to prolong their working period with the company. Therefore, it is impossible for the retirees to seek for a new job after completely retired from career job.”*

#### **4.3.2 Attitude Towards Senior Workforce**

In order to develop effective career for senior people, the surrounding factors should be taken into the consideration. The attitude of team member and organization influence the role and future direction of bridge employment. The gathered information from the interview method provides different responses according to individual perspective. Ms. F said that *“Older workforce in healthcare business is the valuable resource because the long-term experience impacts the ability to perform the task; it would be the great opportunity for the next generation to learn from expert in order to develop the competency.”* On the other hand, Mr. D mentioned that *“As the IT project manager in the past, it is awful for to participate senior employees in the team. Older workers could be the obstacle for supervisor as those group of senior people might perform the tasks better than the supervisors. It might lead to the internal conflict because team member could pay respect to the older employee rather than the current supervisor.”*

#### **4.3.3 The Future Career of Senior People**

The career of senior people might differ from usual job because of the constraint from health condition, job requirement, regulation of the company and labor

law. The gathered information from interview, the respondents mainly advise that *“To design effective career for senior people, those jobs should require less physical activity, create shared value for next generation, maintain social interaction, motivate by individual passion, offer flexible working location and provide sufficient benefit.”* In addition, Mr. H described that *“The career development for senior people should analyze the previous experience of each person whether it could be applied with job after retirement or transfer knowledge that create benefit for other people. If we can identify the competency of senior people that can create the competitive advantage for the organization or society together with the career that match with their preference, it will generate the balance between demand and supply of labor force as well as retain knowledge for development.”* In summary, there are several occupations proposed by the participants such as counselor, teacher, freelance, call-center, reception, agriculturist, volunteer, investor, lecturer and self-employed in small business.

**Table 4.1 Summary of Data Collection and Analysis**

Retirement Plan	
1. Decision-making about Retirement plan	Senior workforce prefers finding for the job after retirement
2. The factors influence senior people to work after retirement	<ul style="list-style-type: none"> <li>• Knowledge sharing</li> <li>• Isolation</li> <li>• Pursuit of Dream job</li> <li>• Role model</li> <li>• Compensation and benefit</li> </ul>
3. The factors influence senior people to withdraw after retirement	<ul style="list-style-type: none"> <li>• Health concerned</li> <li>• Stress from the career job</li> </ul>
Bridge Employment	
4. Career selection for bridge employment	Individual perspective impact the decision-making about career after retirement

**Table 4.1 Summary of Data Collection and Analysis (cont.)**

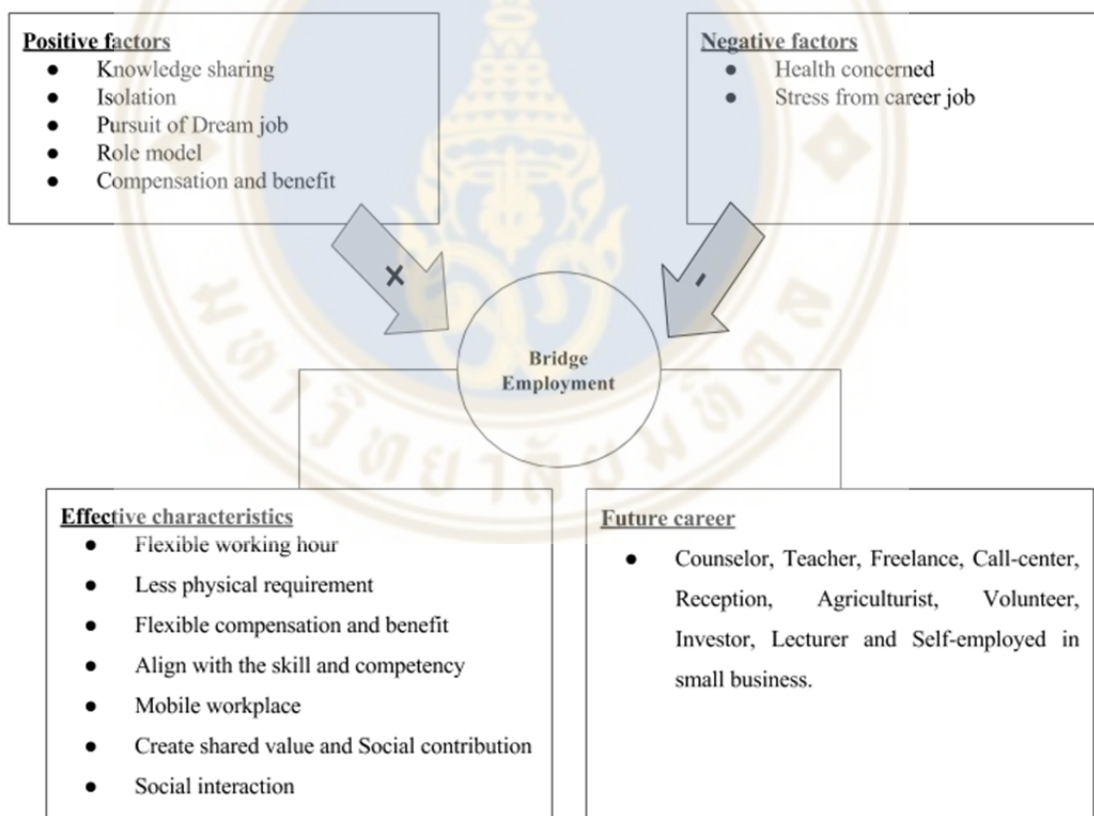
5. The effective characteristics of bridge employment	<ul style="list-style-type: none"> <li>• Flexible working hour</li> <li>• Less physical requirement</li> <li>• Flexible compensation and benefit</li> <li>• Align with the skill and competency</li> <li>• Mobile workplace</li> <li>• Create shared value and Social contribution</li> <li>• Social interaction</li> </ul>
Future-oriented	
6. Recruitment agency	Unique requirement from target group provide different outcomes.
7. Attitude towards senior workforce	Individual perspective impact the attitude towards senior workforce
8. The future career of senior people	counselor, teacher, freelance, call-center, reception, agriculturist, volunteer, investor, lecturer and self-employed in small business.

## CHAPTER V

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

By conducting to interview method, the information from group of senior workers generates the understanding in particular perspective. The factors impact decision making process of retirees to work after retirement and the supportive factors to design effective career for senior workers. The summary of the study is shown in the picture below;



**Figure 5.1 Summary of data analysis**



## **5.2 Recommendations**

### **5.2.1 Create Supportive Rules and Regulations**

Recently, some organization refuse to extend the working duration after official retirement age according to the strict regulation especially the government sector and state enterprise. The employees might desire to continue working as they feel that they still have the motivation and ability. The organization has to consider hiring the qualified senior workforce in aging population so that they could reduce the problem from inadequate labor force. In addition, the government support will be the significant factor to drive the employees seeking for the job and encourage the organization to offer the position for retirees. For example, the organization can reduce tax expense by hiring retired people in accordance with the government policy.

### **5.2.2 Design Job for Senior Workers**

Career development for the retired group should consider the preference, lifestyle and organization capability. For this reason, it could be the opportunities for the organization to develop the policy and structure to support the senior workers in order to retain the qualified workforce in the organization. The career development and job characteristic is the priority for the organization to align with specific requirement of senior worker. The effective career design can enhance the competitive advantages as they can create value from the qualified senior workers.

### **5.2.3 Build Positive Attitude Towards Senior Workforce**

As the working environment and culture significantly impact the attitude toward retired employees, the organization should nurture friendly environment to create engagement among the employees. The main reason to hire retire workers is to learn from the expertise to develop the productivity. However, it might cause the dissatisfaction for the current employees as they perceive that they cannot lead the team as previous. The organizational culture can discourage the senior workers to work after retirement especially the high competition environment. The solution to solve the issue can be the organization culture which should promote teamwork rather than competitive

environment. This can enhance knowledge transfer as the team member willing to collaborate and share with other people.



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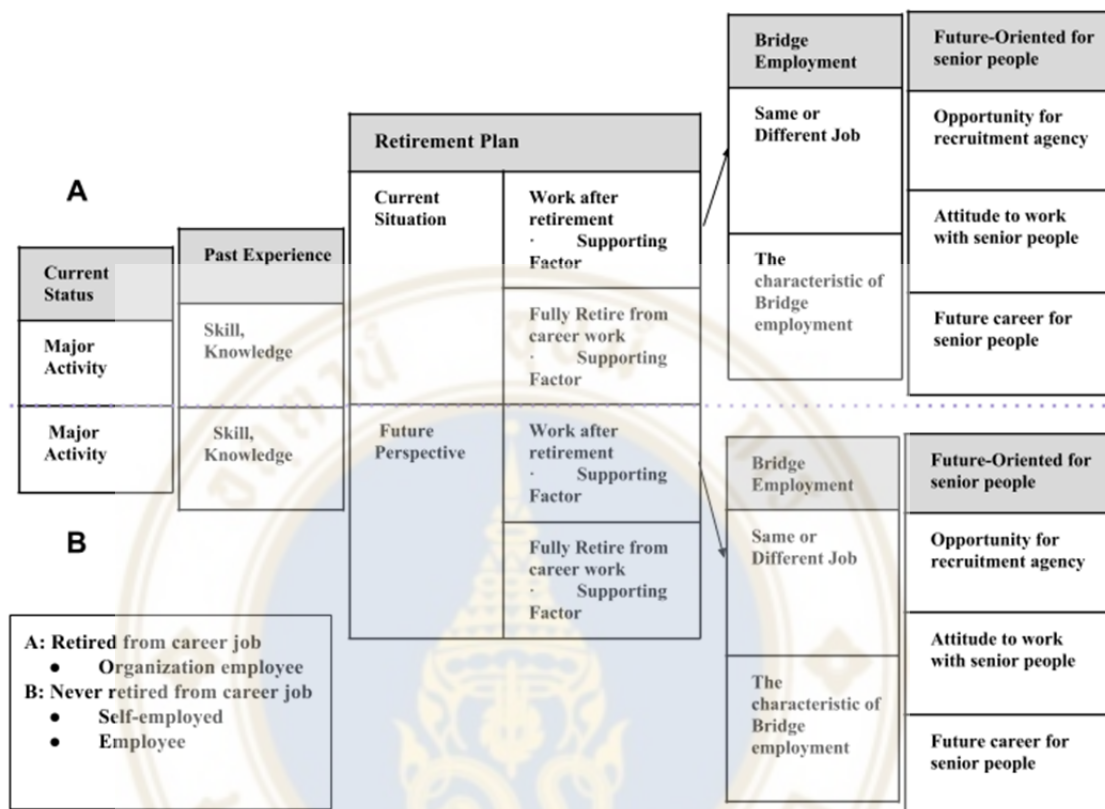
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## Appendix A: Sample Group



**Target participants**

This figure describes the method to select target participants in order to explore the information about decision-making for retirement plan. There are two group of interviewees which are the senior worker who retired from career job and never retired from career job. The first group that never retired from career job is the organizational employees who officially terminate from long-term career employment. The second group is the senior workers who never experienced in retirement process.