

# **Guidelines for the Appropriate Career Development of the Elderly in Makok Neau Sub-District Municipality, Phatthalung, Thailand**

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## **Abstract**

The research on the guidelines for the appropriate career development of the elderly in Makok Neau Sub-district Municipality, Phatthalung Province, Thailand, is the qualitative and quantitative research. The target group for the qualitative research consists of 5 key informants selected by purposive sampling. For the quantitative research, the samples are 381 elderly persons. The research tools are the in-depth interview forms and questionnaires. The statistics used in the analysis include the content analysis and descriptive statistics composed of percentage, mean, and standard deviation. It was found that; 1. The readiness of government agencies for the career development in all aspects is in the low level. 2. The problems and obstacles in the career development of occupations in all aspects are found to be at low level. 3. There are legal problems related to the career development of occupation of the elderly. For example, the laws related to the career development of the elderly are available but there is no vocational training for the elderly. The integration among government agencies, private and local administrative organizations is lack. There is no policy or ordinance related to the participation of people in the career development. The laws or regulations do not empower the personnel of the municipality, etc. 5. The guidelines for the appropriate career development in the entire picture are found to be at low level.

**Keywords:** Career Development, Elderly, Makok Neau Sub-district Municipality

## Introduction

The changes in the age structure of population can be represented by the proportion of population at various ages. When dividing the population into 3 main age groups; children (aged less than 15 years), working age (aged between 15-59 years), and the elderly (aged 60 years and over), it is found that during 2010-2040, the proportion of children and working age tends to decrease whereas the proportion of the elderly population is expected to increase steadily from 13.2 percent in 2010 to 32.1 percent in 2040. It is noteworthy that the year 2017 is the year expected to have the proportion of young people equal to the proportion of the elderly population (Foundation for Older Persons' Development, 2017). Since 2005, Thailand has become an aging society as having the proportion of population aged 60 and over of 10 percent of the elderly population. Besides, it is expected that in 2021, the society will become the complete elderly society. 79.3% of the elderly in Thailand completed elementary school, 10% of them completed secondary school and higher, and 9.5% of them have never been educated. 64.61% of the elderly are married, 9.2% are single, and 30.38% are widow/divorced/separated. According to the Thai Elderly's Situation Report in 2015 of the Foundation For Older Persons' Development, it is found that for the economic situation of the elderly, in 2014 there were the elderly aged 60 years and over for 34.3% more than one third of the total elderly. They had lower income than the poverty line of earning less than 2,647 baht per person per month or 31,764 baht per person per year. The main source of income for the elderly is from the children followed by working, government allowance, and pensions. However, the main source of income from children is likely to decline significantly in 2017 (Prasert, 2017). As the income is often unstable and irregular, the operation is needed in the dimension of creation of jobs, occupations, and income for the elderly. This can be evident from the income situation and work situation which is the source of income and savings of the elderly. Regarding the jobs appropriate for the elderly, it must be considered from the potential of the elderly as well. When considering the work of the elderly in Thailand in 2011, it is found that from the number of elderly people of 8.32 million persons, the working elderly were 3.24 million persons or 38.9 percent of the total number of elderly. The majority of these working elderly are in the agricultural sector for 2.06 million persons or 63.6 percent followed by working in the service and trade sector for 0.87 million persons or 26.8 percent, working in the manufacturing sector for 0.31 million persons or 9.6 percent, and non-working elderly for 5.08 million persons or 61.1 percent. The increase of the elderly population possibly leads to the subsequent problems such as economic problems, social problems, health problems both mentally and physically. The economic problems are that the labor age earns the income insufficiently for bearing the burden to support the elderly because the elderly cannot work to earn money same as in the past. In other words, it can be said that the increase of the elderly population has caused the dependency ratio of the elderly to increase (Thirakiartkamjorn, 2011).

In Phatthalung, there were 80,658 elderly people in 2014 representing 15.44% of the total population. They were male for 34,980 persons (43.37%) and 45,678 persons were female (56.63%). The district having most proportion of population compared to the total number of population was Khuan Khanun District for 19.16% (Phatthalung Provincial Public Health Office, 2015). Moreover, as the elderly living in the area have neither job nor income, some older people do not have career. In addition, as Makok Neau Sub-district Municipality is a sub-district of Khuan Khanun District where the elderly are still unemployed, it is necessary to develop a career for the elderly to create value and improve their quality of life. Makok Neau Sub-district Municipality plans to promote the investment, commerce and tourism in the municipal development plan to create jobs, occupation, and income for people. However, it is found that there is no suitable career for the elderly and still face many problems. Therefore, it is necessary to study and research the guidelines for the appropriate career

development for the elderly in the area to be more concrete and to make life of the elderly likely to be better until they can start a career and earn a living. When they earn a living, it will reduce the burden on the public and private sectors in supervising them.

## Research Objectives

To explore the careers of the elderly and to study the knowledge, abilities and potential of the elderly in the occupation. To study the readiness of government agencies to develop the career of the elderly. To study the problems and obstacles in the development of suitable career for the elderly. To study the legal problems related to the career development of the elderly and to study the guidelines for the appropriate career development of the elderly.

## Research Methodology

**Research pattern:** This research is a combination of qualitative research and quantitative research. For qualitative research, the in-depth interviewing method is used on the officers involving in the career development of the elderly and the elderly to study the legal problems related to the career development of the elderly and guidelines for the appropriate career development of the elderly.

For quantitative research, the questionnaires are used to be collected from the elderly who live in Makok Neau Sub-district Municipality to study the occupation of the elderly and study the knowledge, competences, and potential of the elderly in working, the readiness of government agencies in developing the careers of the elderly, problems and obstacles in the appropriate career development of the elderly and the guidelines for the appropriate career development of the elderly.

**Target group:** For qualitative research, the key informants are the officers involving in the career development of the elderly consisting of 3 person; Mayor of Makok Neau Sub-district Municipality, Community Development Officer, and Public Health Officer. The criteria for selection is that they must be the persons with experiences or work with the elderly for at least 3 years and can provide useful information to the research. This also includes 2 elderly totaling 5 people selected by specific sampling.

For quantitative research, the population and the sample group consist of 381 elderly people living in the area of Makok Neau Sub-district Municipality being 60 years old or over. The questionnaires are collected from the sample group of 381 persons calculated as 100% of the population. The specific sampling is used on the elderly being 60 years old or over in accordance with the current Elderly Act B.E.2546. This definition is used as the age starting to receive the rights from the government. The questionnaires are collected back for 84.25%.

**Research tools:** For quantitative research, the in-depth interviewing method is used. For the quantitative research, the questionnaires are used

**Data analysis:** consisting of the content analysis to data gained from the in-depth interviewing and the descriptive statistics. Percentage is used in analyzing the occupation of the elderly and studying the knowledge, competences, and potential of the elderly in working. The mean and standard deviation is used in analyzing the readiness of government agencies in developing the careers for the elderly, problems and obstacles in the career development and the guidelines for the appropriate career development. The scores are interpreted using the Likert Scale.

## Research Results

1. From the career survey of the elderly on the knowledge, competences, and potential of the elderly in the occupations, they are female more than male. 133 persons are male for 41.1% while 188 persons are females for 58.6%. 90 persons are between the ages of 66-70 years for

28%. Most of them have the marital status for 244 persons or 76%. Most of them have completed the elementary school for 278 persons or 86.6%. Most of them are unemployed for 156 persons or 58.6%. Most of them have the average monthly income of less than 5,000 Baht for 227 persons for 70.7%. The elderly have competences and potential in working at moderate level for 171 persons or 53.3%. According to the survey, it is found that the reason why the elderly are unemployed or unable to work is partly from the growing age. They also have low levels of education resulting in the unemployment and the average monthly income is insufficient for living in the present time.

2. The readiness of government agencies in developing the careers of the elderly in all aspects is at low level ( $\bar{X}$  =2.34, S.D.=.755). When dividing into each aspect in order from the least to the most, it is found that the cooperation with the external agencies is at low level ( $\bar{X}$  =2.40, S.D.=.789) followed by the budget at low level ( $\bar{X}$  =2.33, S.D.=.817) and personnel at low level ( $\bar{X}$  =2.32, S.D.=.628).

**Table 1** Readiness of government agencies in developing the careers in all aspects

All aspects	$\bar{X}$	S.D.	Result interpretation
Personnel	2.32	.628	Less
Budget	2.33	.817	Less
Cooperation with the external agencies	2.40	.789	Less
Projects and policies	2.31	.787	Less
Total	2.34	.755	Less

When considering each aspect, in personnel is entirely at low level ( $\bar{X}$  =2.32, S.D.=.628). When considering each aspect, it is found that the personnel have knowledge and competences sufficient for teaching/developing the careers for the elderly at low level ( $\bar{X}$  =2.40, S.D.=.808).

The budget is entirely at low level ( $\bar{X}$  =2.33, S.D.=.817). When considering each aspect, it is found that the budget for establishing the fund is at low level ( $\bar{X}$  =2.35, S.D.=.816).

The cooperation with the external agencies is entirely at low level ( $\bar{X}$  =2.40, S.D.=.789). When considering each aspect, it is found that the elderly are brought to observe the career development of other communities as the model at low level ( $\bar{X}$  =2.45, S.D.=.805).

The projects and policies are entirely at low level ( $\bar{X}$  =2.31, S.D.=.787). When considering each aspect, it is found that there are continual projects and policies for the career developments of the elderly at low level ( $\bar{X}$  =2.37, S.D.=.784).

3. The problems and obstacles for the career developments of the elderly in all aspects are at low level ( $\bar{X}$  =2.34, S.D.=.834). When considering each aspect ordered from the least to the most, it is found that the income distribution is at low level ( $\bar{X}$  =2.37, S.D.=.812) followed by the marketing at low level ( $\bar{X}$  =2.36, S.D.=.824) and the health of the elderly ( $\bar{X}$  =2.30, S.D.=.867).

**Table 2** problems and obstacles for the career developments in all aspects

All aspects	$\bar{X}$	S.D.	Result interpretation
Income distribution	2.37	.812	Less
Marketing	2.36	.824	Less
Health of the elderly	2.30	.867	Less
Total	2.34	.834	Less

When considering each aspect, it is found that the income distribution is entirely at low level ( $\bar{X}=2.37$ , S.D.=.812). When considering each aspect, it is found that the income is insufficient for the demand of the elderly at low level ( $\bar{X}=2.40$ , S.D.=.805).

The marketing is entirely at low level ( $\bar{X}=2.36$ , S.D.=.824). When considering each aspect ordered from the least to the most, it is found that the products cannot enter national market at low level ( $\bar{X}=2.38$ , S.D.=.809).

The health of the elderly is entirely at low level ( $\bar{X}=2.30$ , S.D.=.867). When considering each aspect, it is found that the elderly have body and health not contributed to some occupations at low level ( $\bar{X}=2.36$ , S.D.=.821).

4. For the legal problems related to the career developments of the elderly, the legal problems are as follows. 1. There are laws related to the career development of the elderly but there is no career training for them as there is no specific legal measure. Even though the Act establishes the decentralization plan and procedures for the local administrative organizations B.E.2542, the local administrative organizations are not fully promoted. 2. The lack of integration among the government agencies, private sector, and local administrative organizations makes the quality of life of the elderly in the occupation not as good as it should be as there are no regulations serving for working together. 3. The central occupation thus hinders public policy making causing the local administrative organizations to be intervened in policy making resulting in the agencies not being able to enforce the law or take legal action fully. 4. There is no legal measure regarding public participation in improving the quality of the elderly. Makok Neau Sub-district Municipality does not stipulate the policy or ordinance concerning the involvement of people in the career development contrary to the principles of participation in the development of quality of life. 5. The laws or regulations do not authorize the personnel of the municipality to take action as it should be resulting in some obstructions in the operation. 6. Legal issues are varied. There is no law specifically to the career promotion of the elderly. 7. The law does not require private organizations to take part or play a role in supporting the career development of the elderly in the locality. 8. The relevant laws do not cover the basic rights or benefits of the elderly as the laws related to the elderly in such issue are not improved and amended to be correspondent with the changing situation of the elderly.

5. The guidelines for the appropriate career development of the elderly are entirely at low level ( $\bar{X}=2.41$ , S.D.=.843). When considering each aspect ordered from the least to the most, it is found that the appropriate career development for the elderly which is necessary without the health limitations is at low level ( $\bar{X}=2.46$ , S.D.=.851). This is followed by the establishment of fund for the career of the elderly in the community/municipality which is at low level ( $\bar{X}=2.45$ , S.D.=.839). There should be the continual policies or projects of career development with the evaluation of results every 3 months which is at low level ( $\bar{X}=2.43$ , S.D.=.834) and there should be the promotion of products gained from the occupation to the markets nationwide ( $\bar{X}=2.43$ , S.D.=.860).

**Table 3** Guidelines for the appropriate career development

<b>Guidelines for the appropriate career development</b>	$\bar{X}$	S.D.	<b>Result interpretation</b>
There must be the career development of the elderly suitably for local contexts.	2.33	.804	Less
There must be the appropriate career development for the elderly without the health limitations.	2.46	.851	Less
There must be the distribution of income gained from the occupation equally.	2.41	.832	Less

**Table 3 (Con.)**

<b>Guidelines for the appropriate career development</b>	$\bar{X}$	<b>S.D.</b>	<b>Result interpretation</b>
There is the establishment of fund for the career of the elderly in the community/municipality.	2.45	.839	Less
There should be the continual policies or projects of career development with the evaluation of results every 3 months.	2.43	.834	Less
There should be the promotion of products gained from the occupation to the markets nationwide	2.43	.860	Less
There should be the request for the assistance and support in the budget, personnel, and others from relevant agencies.	2.40	.882	Less
<b>Total</b>	<b>2.41</b>	<b>.843</b>	<b>Less</b>

### Discussion

The readiness of the government agencies for the career development in all aspects is at low level. When considering each aspect, it is found that cooperation with external agencies, budgets, and personnel are at low level. This is correspondent with the research by Kanya Wanlaso (2014) revealing that Ban Rai Sub-district Municipality should provide training to give knowledge and understanding having lecturers to educate and create the community relations activities, provide career support to promote local career groups that already exist, support in the budget, materials and equipment suitable for the occupation. There should be the establishment of funding source, product publicity and provision of places for selling the community products. The lecturers should be provided to train on accounting knowledge, financial and budget management, production management, human resource management, marketing planning and arrangement of projects for local career promotion.

There should be the evaluation monitoring, improvement, revision, and development for strengthening the career to match the needs of the local elderly correspondent with their lifestyle. The local wisdom and resources are used to enhance the productivity, produce, and products. This includes the career development to create opportunities for work, income generation, career enhancement, career development, leading to the real needs of the elderly. This is correspondent with the research of Nonglak Tangpratchayakul et, al. (2014) revealing that the members of the professional community group and members of the Sub-district Administrative Organization have opinions about the operation of the community groups of Phon Ngam Sub-district Administrative Organization entirely at the moderate level. When considering each aspect, only one aspect is at the high level; production and quality. 5 aspects are in the moderate level; organizational efficiency, budget, group management, marketing, and corporate culture. This is correspondent with the research of Piyakorn Wangmahaphorn et, al (2018) revealing that the agreement and cooperation is at low level and is correspondent with one interviewer saying that. "... the municipality is ready to develop the careers of this group of elderly. If they are ready, we are ready to promote and support them too..."

The problems and obstacles for the career developments in all aspects are found to be at low level. When considering each aspect, it is found that the income distribution, marketing, and health of the elderly are at low level. This is different from the research of Phumiwat Phruansuk (2015) revealing that the entire picture of the problems in the development of quality of life of the elderly in the health, society, family, finance, and work are at high level. The problem of difference exists in the quality of life of the elderly.

For the legal problems related to the career development of the elderly, it is found that there are some legal problems as follows. 1. There are laws related to the career development of the

elderly. However, there is no suitable training for the elderly as there is no specific legal measure. Although there is the Act to define the plan and process of decentralization for local administrative organizations B.E.2542, the local administrative organizations have not really promoted it among the government agencies, private sector, and local administrative organizations causing the quality of life of the elderly in the careers not to be good enough. 3. The central dominance has created obstacles to public policy making causing local administrative organizations to be intervened in policy making. Thus, it is impossible for the agencies to enforce or take action according to the law. 4. The legal measures are not related to the public participation in the development of the quality of life of the elderly and Makok Neau Sub-district Municipality does not define the policy or ordinance related to the public participation in the career development. This is against the principles of participation in the development of the quality of life. 5. The law or regulations do not authorize the personnel of the municipality to take the operation as it should be resulting in some obstacles in the operation. 6. The legal issues are varied and there is no specific law on the career promotion for the elderly as it should be.

7. The law does not require private organizations to participate or play a role in supporting the career development of the elderly in the locality. 8. The relevant laws do not cover the basic rights or benefits of the elderly as the laws related to the elderly in such issue are not improved and amended to be correspondent with the changing situation of the elderly. This is correspondent with the research of Duangjai Cheuychom and Phornchai Lueanchawee (2017) revealing that there are three problems related to the improvement of the quality of life of the elderly. The first problem is the lack of legal measures to improve the quality of life of the elderly specifically. The second problem is the legal measures concerning the policy making for providing public service on the development of the quality of life of the elderly by the local administrative organizations is not appropriate. The third problem is the lack of legal measures regarding public participation in improving the quality of life of the elderly. These problems have resulted in the problem of the elderly population not being able to improve their quality of life. There are no legal measures to improve the quality of life of the elderly and cover the needs of the elderly. The policy making for providing public services for improving the quality of life of the elderly is missed. The local administrative organizations are intervened in the policy resulting in the delay in the development of the quality of life for the elderly which may not be consistent with the problems of the area and are may not be respond to the needs of local elders. That the people do not participate in the development of the quality of life of the elderly has a negative impact on the relationship between the people and the government agencies responsible for taking care of the elderly until they cannot meet the needs of the elderly. This is correspondent with the research of Narongchai Jaihan (1999) revealing that there is a gap in the present law that does not correspondent with the constitution that protects the elderly, regardless of whether they are Thai nationality or not. There is no clear definition of terminology affecting the protection of the rights of the elderly. There are no measures to control long-term care services for the elderly. There is no law that guarantees long-term care for the elderly. This includes the lack of facilities in some cases and the ones already existing are not sufficient. Moreover, local administrative organizations should play a greater role in providing the welfares for the elderly and should develop legal support systems for elderly people who are abused or do legal actions especially presenting the conceptual framework.

This is also correspondent with the research of Chor. Chayin Petchphaisit (1999) revealing that there is no law of the elderly with the statute to accredit the rights of the elderly especially in the form of law on elderly people in several countries having the form defining the accreditation on the rights of the elderly specifically and the form of issuance of social security law providing welfares to the elder people. However, the government may have

additional laws on certain matters that require special rights to the elderly or appear in other laws to elevate the importance of the Elderly Council and the Elderly Club, encourage the private organizations to participate in the elderly's welfares and to involve local communities in the care of the elderly. The government should legislate in accordance with the provisions of the Constitution based on equality. The rights and benefits given to the elderly are clearly defined without causing the problems in the interpretation that will affect the elderly. The basic rights of the elderly are in the form of the Elderly Act. The organization should be established to perform the operations related to the elderly both at the national and local levels. This is correspondent with the interview of the first informant stating that:

"...There are laws related to the career development of the elderly. However, there is no suitable career training for the elderly as there is no statutory measure and decentralization process to the local administrative organizations specifically. Although there is the Act to define the plan and decentralization process for the local administrative organization B.E.2542, the local administrative organizations are still not really promoted. The integration among the government agencies, private sector, and local administrative organizations is lack. The policy or ordinance making for the provision of public service for the development of appropriate occupations of the elderly currently has the law related to the decentralization of local administrative organizations enabling the local administrative organizations to have power and freedom to formulate policies. However, they are still dominated by the central. Moreover, there are no legal measures regarding public participation in the development of the quality of the elderly and Makok Neau Sub-district Municipality does not have a policy or ordinance regarding the involvement of the public in the career development..."

This is also correspondent with the interview of the second and third informants stating that:

"...The laws or regulations do not give the municipal personnel the power to do so. In addition, many legal issues are not specific to the promotion of careers for the elderly. The law does not require private organizations to participate or play a role in supporting career development for the elderly in the locality and the relevant laws do not prescribe the basic rights or benefits that the elderly cover. Laws related to the elderly on such issues are also outdated..."

The guidelines for the appropriate career development of the elderly are entirely at low level. When considering each aspect by descending order, it is necessary to develop a career appropriate for the elderly without any limitation on health being at low level. This is followed by the establishment of a fund for caring the elderly in the community / municipality being at low level. There should be a policy or career development program in place and evaluation should be conducted every three months being at low level and there should bring the products from the occupation into the market nationwide in line with the principle of promoting the profession according to the principles and philosophy of Sufficiency Economy by exploring information related to occupation and career promotion of local people, making the career registration, raw material registration, local philosopher, creating the database for career training promotion, training on the needs of the people in the local occupation groups to enhance productivity, planting, career promotion, and generating employment opportunities to create income for people in working age, women and disadvantaged people in local areas.

The Promotion and support for career consolidation to strengthen the profession, exchange the experience, knowledge, skills in the same occupation will be beneficial for the career development and promotion of the existing occupational groups in the local to promote and support in the budget, materials and equipment as well as the promotion of technologies suitable for the occupation of local people in promoting and supporting for the research and development related to local occupations to create knowledge, skills, management, improvement and generation of competition opportunities at the community, national and international levels. The promotion, support, and public relations will create the

understanding in developing the career promotion plan in line with the development plan of the local administrative organizations. The emphasis is on people's participation. There is the monitoring on the plan / project / activity / local career promotion / improvement and development to the needs of people at all levels. This is in accordance with the research of Phumiwat Phruansuk (2015) revealing that regarding the guidelines for improving the quality of life for the elderly, the health plan should be implemented in a realistic and consistent manner and meet the needs of the elderly. Training should be provided on the health care of the elderly as well as the annual health check-up. There should be an appropriate center for the development of the elderly or a fitness center. There should be a group of volunteers to visit the elderly at home for listening to their problems and suggesting the guidelines. The budget should be set to serve the elderly in the future. The society should organize activities to encourage people in the community to participate in caring and building the relationships with the elderly and should provide the elderly with the necessary supplies and opportunities for the elderly to participate in religious activities and social benefits. The cars should be provided to pick up and send the elderly to the hospital when they are sick. The elderly should be provided with useful information thoroughly. For the families, the houses should be improved and the shelter should be established to serve the elderly properly and safely. The elderly should be supported in the budget to provide enough activities to meet the family's important needs to build family ties and support them. The elderly should be encouraged to live with their families happily until the end of their lives and the training should be provided to the family members to educate them in taking care of the elderly correctly as prescribed by the rules. For the finance and jobs, the support should be in the occupations and earning of incomes properly following the skills of the elderly. They should participate in all practice processes. The budget should be supported in holding the training to increase knowledge and skills of career with the services to take the products of the group to be sold. The fund and welfares should be established. This is correspondent with the research of Chinnaworn Keurthan and Malee Chaisena (2014) revealing that the guidelines for planning the career development and promotion of the elderly, it is recommended for the elderly to participate in the meeting to find ways to promote the elderly altogether with the systematic and clear plan. In the operation, there should be the consideration on the needs and knowledge of the elderly taking into account the budget, raw materials, and human resources to be used in the management of the audit. There should be clear and tangible performance review officials to educate the members of the group on continuous monitoring to improve the performance of the elderly career groups to have more quality. In the improvement, the executives should focus on promoting the careers of the elderly by supporting the budget, providing materials for the elderly career groups, and providing regular training for older people to develop more. This is to strengthen the elderly, to have stable careers and have sufficient income to subsist and be self-reliant.

This is correspondent with the research of Nonglak Tangpratchayakul et al. (2014) revealing that for the guidelines for the community career group development of Phon Ngam Sub-district Administrative Organization, the career group would like to have fund raising of the group and to have the contributions from relevant external agencies for making the loan in the career group development. For example, in requesting for the support from the Community Development Office, Phon Ngam Sub-district Administrative Organization or the capital increase for raising fund from the members in the group is the most. This is followed by the fact that the group should have the guidelines in managing the conflicts clearly. The group executives should grant the opportunities for the members to propose the guidelines for the community career group development to take the raw materials in the community to create value to the products and the career group should always try to seek new markets additionally. This is correspondent with the research of Prasong Chanchang (2011)

revealing that the guidelines for the development and enhancement of the quality of life of the elderly in Bangkok are to allocate budgets and expenses for the elderly sufficiently for earning by themselves. The areas should be provided for the elderly to sell things. The place should be provided with doctors and nurses to take care of the elderly in the community or village every week. The massage therapists should be provided for relaxing and massaging the elderly to lessen their ached muscles. There should be the campaign for children to live with the elderly and see the importance of the elderly by organizing the Elderly Day for the elderly to meet their descendants to express the gratitude. The club or association of the elderly should be founded in the community or village for the elderly to express their opinions and meet their friends. The house repair technicians should also be regularly provided. This is correspondent with the research of Hirsh, Wendy et al. (1996) revealing the guidelines for the career development of the employees, executives, and experts in finance, energy, advanced technology, manufacturing, service and public sector. The guidelines for the career development and the importance of businesses and employees possibly change from the changing occupation, the company's business, the context and perceptions of employee about career development. Most companies have reduced their commitment to career development management of the employees but is still under pressure to be responsible for the career development of the employees or the risks to lose and / or reduce the important role of employees. The case suggests that sustainable career development requires alignment between the messages about employment and development. Even though the employers seem to focus their career development on senior managers and high-potential employees, at the same time, they allows employees to develop their own careers. The case study shows the demands of suitable and honest career development. The career development process must be workable responding to the real intention of the employers in delivering the messages of career development. This is correspondent with the research of Maxwell and Ogden (2006) revealing that supporting factors affecting the work such as the organizational values promoting the gender equality and the management pattern focusing on people are necessary for the career advancement of women. This is correspondent with the research of Xiaoyan (2012) revealing that men and women participate in social activities through the career roles. The development of gender equality in the profession is a change in the declining quantity. Therefore, some parts cannot be measured. However, the employees' feelings on this process can reflect the difference. The feelings of male and female employees show that the problem of gender equality is troublesome and there are differences in the professional development of men and women. This is correspondent with the interview of an informant stating that:

“...The proper career development of the elderly should be on the careers of the elderly which are the main occupations or occupations existing in the community. The municipality may be involved in the development by planning, launching the project, rapidly allocating the budgets because the municipality has the duty to provide care to or facilitate the community's role in the municipality. In addition, good career development requires the involvement of external agencies, experts in such profession in helping to create the careers or to make the careers in the local area be the long-term careers and become the careers in the long run which are sustainable...”

## **Recommendations**

### **Practical recommendations**

1. Practical recommendations for Makok Neau Sub-district Municipality: The personnel of the municipality, the community agencies including people in the community must be supported with knowledge and abilities to create careers for people in the community. The procurement or allocation of personnel should be arranged in relation with the community

development. The relevant professions or personnel should be increased. The personnel in the agencies should be encouraged for the community to participate in the skill development activities. The career development of the provincial employment department or related agencies should build the network with external agencies and with the master community in the career development. The course on sustainable learning should be organized through intensive and practical courses, marketing training, modern product design, and distribution channels for easy access to customers.

2. Practical recommendations for government agencies such as Department of Skill Development, Provincial Skill Development Center, Department of Employment, Provincial Labor Office must encourage the personnel of the government agencies to promote the right career for the community by organizing the officials with knowledge and competences to assist in the development, help, and care or mentor to build the careers and allow the personnel of government agencies to organize activities to educate and to create the suitable careers.

### **Policy recommendations**

1. Policy recommendations for Makok Neau Sub-district Municipality: There must be the clear action plan with goals, budgets, operational timelines, or others related issues. There must be the monitoring and evaluation in both short and long term. The policy contained in such strategic plan should include experts or specialists in such area to design for making the project efficient and effective in the long run. The establishment of budget for the establishment of fund for people who start a new career, especially the elderly, and the reserve budget for the project should be included in the development plan of the municipality.

2. Policy recommendations for government agencies such as Department of Skill Development, Provincial Skill Development Center, Department of Employment, Provincial Labor Office should have the policy to promote or generate the occupations for the unemployed persons in order to generate proper occupations and income with the government policies in defining the work plan for suitable career development. The professional group should be founded with the lecturers who have knowledge and competences in guiding for the occupations.

3. Legal recommendations are necessary specifically and the plan and process of decentralization should be defined to the local administrative organizations with the real professional promotion. The local administrative organizations should be authorized in formulating the policies or enacting the law completely. There should be the legal measures on the involvement of people in developing the quality of life of the elderly. The policies or ordinances related to the involvement of people in developing the career should be defined. The specific law on the career promotion for the elderly should be stipulated and improved as the law related to the elderly in such issues is still outdated and has not been improved to be correspondent with the current situations.

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