Aging Workers Hiring Characteristics of Organizations in The Upper North Region and Vital Government Support Policies for Hiring Aging Workers in Thailand

Sainatee Chernbumroong [1] and Nittaya Jariangprasert [2]

Abstract

The purpose of this research was to study the staffing policy of organizations in terms of hiring aging workers who would like to work after retirement as a guideline to promote hiring aging workers in the government and private sectors that might need aging workers in the future. The research implemented a qualitative method with in-depth interviews of 16 organizations which hire aging workers or had experiences in hiring aging workers or had a plan to hire aging workers in the near future. The organizations involved were located in Northern of Thailand. The samples were selected using snowball sampling. The data obtained from the interviews were analyzed using thematic analysis. The findings reveal that aging workers were employed, for example, when available positions are needed, or organizations believed recruiting a new staff and training new staff was difficult and time-consuming. Organizations hired aging workers in specific fields of occupation and in a position in which experience are needed. The recruitment methods were internal and external recruitment. Aspects that an organization considers when hiring aging workers consists of personal relationship with the organization, previous work experience, and past work performance.

Keywords: Human resource management, Staffing, Aging workers, Small and medium enterprise, Policy

[1] **Affiliation:** Department of Management and Entrepreneurship, Faculty of Business Administration, Chiang Mai University, Mueang District, Chiang Mai Province 50000, Email. sainatee.c@cmu.ac.th

[2] **Affiliation:** Department of Management and Entrepreneurship, Faculty of Business Administration, Chiang Mai University, Mueang District, Chiang Mai Province 50000, Email. nittaya.j@cmu.ac.th

ลักษณะการจ้างงานผู้สูงอายุในองค์กรที่ตั้งอยู่ในเขตภาคเหนือตอนบน และนโยบายสนับสนุนจากรัฐบาลไทยที่จำเป็นต่อการจ้างงานของผู้สูงอายุ ในประเทศไทย

สายนที เฉินบำรุง[1] และนิตยา เจรียงประเสริฐ[2]

บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์ เพื่อศึกษานโยบายการจัดคนเข้าทำงานของสถานประกอบการใน การจ้างงานผู้สูงอายุที่ต้องการทำงานต่อหลังเกษียณอายุเพื่อเป็นแนวทางในการส่งเสริมการทำงาน ผู้สูงอายุสำหรับภาครัฐและเป็นแนวทางสำหรับสถานประกอบการอื่นๆ ในอนาคตที่ต้องการจ้างงาน ผู้สูงอายุ ดำเนินการศึกษาด้วยวิธีวิจัยเชิงคุณภาพ โดยการสัมภาษณ์เชิงลึก 16 องค์กร ที่มีการจ้างงาน ผู้สูงอายุ หรือเคยจ้างงานผู้สูงอายุ หรือมีนโยบายที่จะจ้างงานผู้สูงอายุ และที่ตั้งอยู่ในเขตภาคเหนือ ตอนบน รวม 8 จังหวัด งานวิจัยนี้ใช้การเลือกตัวอย่างแบบลูกโซ่ และใช้การวิเคราะห์ข้อมูลแบบการ วิเคราะห์แก่นสาระ ผลการวิจัยพบว่า องค์กรมีการจ้างงานผู้สูงอายุ เช่น เมื่อมีตำแหน่งงานว่าง เมื่อมี ความยุ่งยากในการเปิดรับพนักงานใหม่ และเมื่อการสอนพนักงานใหม่มีความลำบากและต้องเสียเวลา ในการฝึกอบรมพนักงานใหม่ องค์กรจ้างผู้สูงอายุที่มีความชำนาญเชี่ยวชาญเฉพาะในสาขาวิชาชีพ และ ในงานที่ต้องใช้ความสามารถจากประสบการณ์ในการทำงาน ในการจ้างงานองค์กรใช้ทั้งการสรรหา ภายในและการสรรหาภายนอกองค์กร ประเด็นที่พิจารณาประกอบการจ้างงาน ได้แก่ ความสัมพันธ์ ผลการดำเนินงานที่ผ่านมา และความสามารถในการทำงาน

คำสำคัญ: การบริหารทรัพยากรมนุษย์, การจัดหาบุคลากรเข้าทำงาน, แรงงานสูงอายุ, วิสาหกิจขนาด กลางและขนาดย่อม, นโยบาย

[1] **หน่วยงานผู้แต่ง:** ภาควิชาการจัดการและการเป็นผู้ประกอบการ คณะบริหารธุรกิจ มหาวิทยาลัยเชียงใหม่ อำเภอเมือง จังหวัดเชียงใหม่ 50000 อีเมล sainatee.c@cmu.ac.th

[2] **หน่วยงานผู้แต่ง:** ภาควิชาการจัดการและการเป็นผู้ประกอบการ คณะบริหารธุรกิจ มหาวิทยาลัยเชียงใหม่ อำเภอเมือง จังหวัดเชียงใหม่ 50000 อีเมล nittaya.j@cmu.ac.th

Introduction

United Nations estimated that, in the year 2050 A.D., a sixth of world population would be at the age of 65 or older. At present, 703 million people are at the age of 65 or older. The majority of people in this age range are in South-East Asia (260 million people), followed by Europe and North America (200 million people; (United Nations, 2019). This is a result of constant advancement in medication technology. Many diseases are now curable and the discovery of new treatments have extended people's lifespan.

Thailand is a country that is facing the aging society. Population survey in the year 2018 revealed that, out of 66 million of the total population in Thailand, 12 million are considered elderly people, which accounted for 18 percent. In the next 4 years, Thailand will become a full-fledged aging society with 20 million people deemed elderly (Foundation of Thai Gerontology Research and Development Institute, 2018).

The decrease of reproductive age groups and extended longevity of population leads to a sharp increase of elderly people. Therefore, nations across the world need a measure to cope with the changing situations both in terms of economics and society. This is especially important in the area of the workforce which is essential for development in every level, such as the micro economic system including the workforce in industrial, agricultural, and service sectors, and for the macro level of a country.

Workforce is a production factor and a human resource that is essential for organization development at every level. In recent years, Thailand has faced a shortage of workforce in terms of quality and quantity. This problem has gradually become more serious and is receiving an increase of attention. It stems from a rapid change of population structure which leads to an imbalance between demand and supply of the workforce in the long run. This affects the long-term growth of the national economic. Therefore, the government needs to solve this problem by implementing incentive measures of hiring aging workers, such as tax measures.

Even though the need to work after retirement is relatively low (Poungchieng, 2007; Amsuk, 2015), the collaboration between private and government sectors are needed in order to promote hiring of aging workers. While the government sector focuses on implementing incentive measures for hiring aging workforce, the private sector has the important role to carry it out (Prachachartturakij, 2019). Hence, this research aims to study staffing policy of organizations in terms of hiring aging workers after retirement as well as contributing to create the guidelines for organizations to hire aging workers. The researchers' intention is for this study to be used to promote the employment of aging workers, thus allowing elders to seek employment and have a better living quality.

Research Objective

The research aims to study staffing policy of organizations in terms of hiring aging workers after retirement and the guidelines for organizations for hiring aging worker.

Literature Review

Human resource management (HRM) and staffing

Human resource management (HRM) is the utilization of individuals to achieve organizational objectives. Its system involves staffing, human resource development, compensation, safety and health, and employee and labor relations. Nowadays, the challenges in dealing with human resource are ranging from a constantly changing workforce to government regulations, a technological revolution, and the economy (Mondy, 2014).

Among HR topics, staffing is the most wildly examined (Cardon & Stevens, 2004). Staffing is the process through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve organizational objectives. Staffing involves job analysis, human resource planning, recruitment, and selection. Job analysis is the systematic process of determining the skill, duties, and knowledge required for performing jobs in an

organization. Human resource planning is the systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specific period. Activities in human resource planning are forecasting human resource requirements, forecasting human resource available, human resource databases, shortage of workers forecasted, surplus of employees forecasted, succession planning. Recruiting is the process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, to apply for jobs with an organization. Selection is the process of choosing from a group of applicants the individual best suited for a particular position in the organization (Mondy, 2014).

Ageing Workers in General

Employers believed that older workers were a substitute labor force (Lyon, Hallier, & Glover, 2006) and hiring older workers can solve staff shortages (Jenkins & Poulston, 2013). Older workers were considered to have reliability, loyalty and job commitment (McGregor & Gray, 2002). An increase in the average age of employees could result in more know-how and experience, higher productivity, and fewer conflict. Experience can build up over a longer period of time and have a strong influence on the level of productivity (Mckinnon, 2010). However, older workers were also considered to be resistance to change and had problems with technology, particular computer technology (McGregor & Gray, 2002).

Interestingly employers employed relatively few older workers (Mckinnon, 2010). In hotel industry, despite managers' positive views towards older employees, there does exist labor shortages. The lack of significant numbers of older workers in the industry is still a mystery (Jenkins & Poulston, 2013). In the manufacturing industry, very few employers see older staff as a potential pool of labor. Ageing has not been the main driver behind organizations reorganization. There are other policy issues, such as fiscal restraint, downsizing, decentralization, all viewed as strategically more important (Remery, Henkens, Schippers, & Ekamper, 2003). The optimistic accounts of

workforce change among employers could affect the continued declining older worker participation (Lyon et al., 2006).

If organizations are to adapt successfully to this workforce transformation, an ageing workforce and the retirement of large numbers of employees, they will need to ensure that their organizational policies and actions are also designed in ways that will encourage and promote continued investment in older employees. Moreover, organizations need to understand their workforce profile. They must understand current age structure, and how that might impact various organization policies and practices. It is suggested that when an organization makes very different decisions about its career development practices and succession planning activities, it should concern for a relatively older workforce compared to a relatively young workforce (Hedge, 2008). Hedge (2008) emphasized that the development and implementation of effective human resource management practices for the aging workforce are critical. The ability of organizations to incorporate innovative hiring strategies, flexible work schedules, training, imaginative compensation arrangements, and new workplace technologies will all contribute to retaining key talent.

Thai Aging Worker

Thailand is moving toward an aging society. This change in population structure results in decline of workforce and lower birth rate. In the labor market, it can be clearly seen that aging workforce has a significant role to promote economic growth and security since most of the aging workers are still able to perform a certain task within their capabilities. Therefore, aging workers should be promoted as this can benefit both economic development and their living conditions (Sawatphol, 2020).

Policies and strategies for work and employment of aging workers are stated in the 2nd National Plan on the Elderly 2002-2021, second edition. Promotion measures for work and generating income of the elderly are stated as follows; 1) Promote full and part-time jobs, both in formal and informal sectors 2) Promote job training and employment suitable to one's age and ability 3) Promote community conglomeration to create activities in which elderly can participate in and earn

income from (Sawatphol, 2020). The examples of activities include setting up a campaign to create an awareness and encourage the private sector to realize the importance of hiring aging workers in organizations. Encourage the setting up of community enterprises and hire aging workers. There are also courses for aging workers who were employed in the informal sector, such as computer course. The course aims to provide knowledge about computers and ecommerce skills for aging workers who could use the skill to promote community products (Department of Older Persons, 2017). In addition, there are tax exemption benefits for employers which hire persons aged more than 60 years old (Mongkol, 2020). However, an evaluation according to the national plan on the elderly indicated that work promotion was not yet achieved as there was no action plan to help encourage an implementation of such policies. Currently, some organizations or government sectors still employ only a small proportion of aging workers as they couldn't find aging workers a suitable job and don't want to assume the costs of social welfare such as health care despite the workers' willingness. In order to promote work and employment of aging workers, the government should entice organizations to employ a good proportion of aging workers and study several types of elderly employment for different types of industry, job characteristics and levels of work (Sawatphol, 2020).

Thailand is not the only country becoming a full-fledged aging society with incentive measures from the government for organizations to have a more flexible employment (The Ministry of Social Development and Human Security, 2009). There are many countries that issue measures to support the ongoing changes for the decade age. For example, Japan, which has the highest aging rate in Asia and is facing high unemployment rate among elderly people, has carried out a new employment policy. The examples of the policy are promoting and helping elderly persons to get a new job adequately and seriously, issuing law against discrimination, and encouraging every entrepreneur to follow the measure to employ persons who would like to work until 65 or older (Paitoonpong, 2017). Singapore is another country that is active toward the aging society since the number of elderly persons in the country is increasing whereas the birthrate is decreasing. Singapore government has planned and

issued measures to support the aging society by construction of a National Blueprint. The examples of the policy are the increasing of retirement age, encourage employment and enhance financial stability, and promote incentive welfare for workers, especially aging workers so as to help them realize their true potential (Pinthong, Jittinan, Swangsuksun, & Kulnartsiri, 2018). Additionally, South Korean is facing serious labor shortage due to aging population and low birth rate, hence Korean government has issued measures concerning elderly people to support the aging society. The examples of the policy are providing incentive welfare for elderly employer and employee, and promoting tax measures for juristic persons (Boonniemtang & Thirasririkul, 2017).

Thailand can adapt additional workforce policies from foreign countries which have similar proportion of elderly. This adaptation allows Thai government to create several measures to cope with aging society. However, such measures should include differences of labor markets between Thai's and other developed countries. For example, more Thai pensioners still work compared to those in neighboring countries, many Thais work in informal sector, 65% of elderly live far from one another in countryside or suburban areas, and, on average, Thais stop earning income at the age of 45 years old (Jaengseebia, 2017). In order to adapt foreign work policies effectively, the government has to include Thai context into consideration. There are policies to promote income earning and enhance workforce in Thai's aging society which can be implemented. An example of such policy is enticing entrepreneurs to create flexible jobs by expanding benefits for hiring aging workers so that those who are skillful and capable can be included, and by designing flexible working hours and job description. These measures will attract workforce from informal sectors to formal sectors (Nuchcharoen, 2017).

In terms of organizations' readiness, organizations that hire aging workers have different types of employment according to the nature of each industry such as production, service, small- and medium sized industries. In addition, boosting and impeding factors for hiring aging workers in each organization may be different depending on types of industry, knowledge management in the organization, ability to

replace workforce in specific position, and financial capacities of the organization (Thangtipongkul & Srisuchart, 2018).

An example of organization that hires older persons with an age 60 years old and above is Tesco Lotus. The organization recruits unlimited number of aging workers. These workers can apply at their nearest branches. They will be employed in a position that suits their age and abilities such as serving customer at customer service point and cashier, product recommendation and arrangement. They will get hourly wages which is above the rate stated by the law, welfare and additional benefits for elderly such as annual health check-up and grant-in-aid for health care when their work years fulfill the contracts (Thairath, 2019).

Cho Heng Rice Vermicelli Factory has extended retirement, Toshiba Thailand Company Limited has renewed contracts for retired workers, Pranda Jewelry Company Limited has a system for employment flexibility and variety, and Home Pro has renewed contracts for aging workers (Thangtipongkul & Srisuchart, 2018). Additionally, Thanayot and Hananmuhibbatuddin (2015) found that works which are suitable for aging workers are low stress or charity works. In addition, they would like to do work that are socially acceptable and prefer compensation in a form of welfare to monetary compensation. Also, they prefer work in which they have experience or are interested in.

In term of elderly's readiness, Ministry of Labor stated that, in 2017, there were 11.35 million older persons or 16.8 percent of total population. There were 4.06 million aging workers, or about 35.8 percent of all older persons. It was reported that 0.47 million aging workers were employed in formal sectors while 3.59 million worked in the informal sector (Ipsos, 2019). A survey regarding older persons and work revealed that older persons mostly lived in the North. The reasons why they continued to work includes the following: 'were physically capable', 'needed to earn income', 'could contribute to their families' financially', 'wanted to socialize', 'could contribute to society', and 'could review their knowledge'. In regard of expectation for aid from government sectors, it was found that the aging workers needed more accessible health insurance system with more options and a cheaper cost. They also

needed elderly-friendly work environment, shorter and more flexible work hours, and a system to develop skills that are suitable for aging workers.

Research Methodology

Qualitative method was adopted for this research. The research investigated organizations situated in Northern Thailand. It is found that most of ageing people are located in Northern Thailand (Department of Older Persons, 2017). The interviews were conducted with organizations that must hire aging workers or had experiences in hiring aging workers or had a plan to hire aging workers in the near future. The research conducted interviews with a total of 16 organizations since it is suggested that, collecting data using in-depth-interview, the sample size should be between 15-25 (Saunders, Lewis, & Thornhill, 2019). Quota sampling was adopted with consideration of economic growth in the province (GPP) (Office of the National Economic and Social Development Council, 2018). However, because of research constrain, the researcher could not obtain the consent from some organizations in some provinces. It is important that the interview is conducted with the interviewees who give consent to be an interviewee and willingly to provide the insight data to the interviewers (Saunders, Lewis, & Thornhill, 2019). Therefore, this research conducted in-depth, face to face interviews with 13 private organizations. There were 4 organizations situated in Chiang Mai, 2 organizations in Lampang, 2 organizations in Lumphun, 2 organizations in Phrae, 1 organization in Mae Hong Son, 1 organization in Chiang Rai and 1 organization in Nan. The information is shown in table 2 and table 3. There are total of 3 government sectors from Chiang Mai, Lampang, and Phayao. The interviewees were owners of the organization and directors of human resource department. The samples were selected using snowball sampling (Saunders, Lewis, & Thornhill, 2019). The initial list of organizations which hire aging workers were provided by the Provincial Employment Office in Northern Thailand Region. The sizes of the organization are determined by the number of employees (Department of Business Development, 2020)

Table 2 The Information of the Private Organizations in the Service Sector

Numbers	Size	Type of Organization	Number of ageing workers	Provinces
1	Large	Hospital	30	Chiang Mai
2	Large	Contractor organization	5	Phrae
3	Medium	Hotel	1	Chiang Mai
4	Medium	Car dealer	4	Chiang Rai
5	Medium	Hospital	3	Phrae
6	Small	Contractor organization	4	Lumpang
7	Small	Spa	15	Mae Hong Son

Table 3: The Information of the Private Organizations in the Manufacturing Sector

Numbers	Size	Type of Organization	Number of ageing workers	Provinces
1	Large	Construction material production	5	Nan
2	Large	Electronic manufacturing	None	Lumphun
3	Medium	Construction material production	7	Chiang Mai
4	Medium	Ceramic manufacturing	3	Lumpang
5	Small	Dried fruit products	2	Lumphun
6	Small	Herbal products	10	Chiangmai

Table 4: The Information of the Public Organization

Numbers	Sector	Number of ageing workers	Provinces
1	Service Sector	2	Chiangmai
2	Service Sector	2	Lumpang
3	Service Sector	1	Phayao

Interview questions were adopted from literature review concerning staffing in human resource management and previous studies about the hire of aging workers in organizations. Two preliminary interviews with employers was also conducted in order to refine the interview questions. The following were interview themes and questions: 1) Please talk about your hiring policy and how aging workers were hired. 2) What types of work do you consider when hiring aging workers and why? 3) Please talk about your process in the hiring of aging workers. Probing questions were used to help the interviewees think more deeply about the issue at hand (Saunders, Lewis, & Thornhill, 2019).

A brief interview guide, consisted of open-ended questions, was sent to the interviewees before the interview. The researchers conducted each interview at the interviewee's organizations (15 interviews) and by phone (1 interview). The interviews were conducted between November 2018 and March 2019.

The data obtained from the interviews was analyzed qualitatively, which included thematic analysis by transcribing the interview tapes (Heath, 2011). The obtained data was analyzed alongside the reviewed literature. After that, it was the process of data reduction. The data was categorized by coding. The coded data was construct using the reviewed literature and analyzed data from the interviewed. Then three researchers interpreted the data and examined the meaning from the interpretation by identifying the connection between the data and the reviewed literature, identifying relationship of the obtained data, and performing data reduction and categorization one more time. At the end, the researchers constructed a conclusion according to the theme which is related to the reviewed literature (Gomm, 2008).

To assure the trustworthiness in qualitative research, the research adapted quality concepts from Connelly (2016), Shenton (2004) and Stenbacka (2001). First for credibility, the respondents were the owners of the organization and directors of human resource department, and acted as the key informant as they are part of the problem area. Respondents gave their consent and willingly provided depth and insight information regarding hiring aging workers in the organizations. During the interview process, it was ensured that the respondents were given the opportunity to

freely state their view as this research used open-end interview questions and probing questions for issues which were needed to be clarified. For dependability, this research is a part of a larger study which the data and the research results were carefully reviewed by three experts in the research field (Wanlanai, Patchara, Nittaya, Saranya, & Sainatee, 2018). For confirmability, the interview questions were derived from literature review and preliminarily interviews. The same questions were asked of all the respondents. For transferability, the research investigated two sectors, private and public organizations. It also collected data from both service sector and manufacturing sector. In each sector, the researcher collected the data from more than one organization. The strategic choices of respondents were relevant to the study and are stated clearly as discussed above. The objective of the research is accomplished as the result reveals staffing policy of the organizations.

Research Findings

The findings were divided into four themes as follow:

I. The case in which aging workers were employed

II. Characteristics of jobs

III. The recruitment methods

IIII. Aspects being considered for employment.

I. The case in which aging workers were employed

Table 5: The Case in Which Aging Workers Were Employed

	Aspects	Number of Organization	Number of Time being mentioned
1)	Difficulties caused from recruiting new staff	3	3
2)	Difficulties caused from training new staff	3	3
3)	Availability of positions which are suitable for aging workers	6	7
4)	Employing aging workers according to the government policy and budget	2	3

1) When an aging worker retired, the position is empty, and the organization realizes the difficulties caused from recruiting a new staff to fill the position – examples from interviews, "if the worker is able to perform well, we will renew the contract since it is not easy to recruit a new staff (Ceramic manufacturing, medium size)." And "If the workers are still capable of working, we will continue hiring them since it is difficult to recruit new workers (Dried fruit products, small size)."

2) Training new staff is difficult and time-consuming – examples from interviews, "a medical staff needs a specific set of skill and knowledge so replacing one is not easy especially in a small- or medium- sized hospital. Also, aging staff are still able to perform well in this field (Hospital, medium size)". And "continue hiring aging workers who retired at the age of 55. The contract is renewed every 3 years. Normally, we won't hire some new workers (who are 55 years and older) because we need to train them. If we hire workers at that age, we would hire them as gardeners who are not in a production line since this line of work need skills. It is difficult to train a new worker" (Ceramic manufacturing, medium size).

3) If an organization has a suitable position for aging workers, that organization will allow the retired workers to continue his/her work. The research reveals that 5 service organizations in private sector hire aging workers for this reason - examples from interviews, "some are moved to another position with lighter workload or a position where the (ageing) workers can contribute more (Car dealer, medium size)." And "if he used to drive heavy lorry in a long distance, we will move him to drive water truck. This way, he only drives in a short distance at work sites. For some aging drivers who drove heavy machinery trailer, we will assign them to drive a light paver instead (Construction material production, large size)".

4) An organization has a policy for hiring aging workers according to the government policy. That organization might restructure the existed positions for aging workers or create a new position for them specifically. The condition and number of such positions depend on a budget allocated by the organization. The research reveals that 2 government sectors hire aging workers for this reason – an example

from the interview, "In our way, we have a budget for hiring aging workers. If there is no budget, there is no hiring. (Government sector)"

II. Characteristics of jobs

Table 6 Characteristics of Jobs Which Aging Workers Were Employed

Aspects	Number of Organization	Number of Time being mentioned
1) Jobs in specific fields	6	6
2) Jobs required ability derived from work experience	6	6

1) An organization will hire aging workers in specific fields of occupation like nurse, physician, or engineer. The research reveals that 2 hospitals and 3 construction organizations hire aging workers in these fields of work - examples from interviews, "our organizations are related to specific fields or set of skills, so retirement is not part of the equation. If they can still be in the system, in their field of work, we will continue hiring them (Hospital, large size). And "at first the worker can cement 400 pieces. When that worker is more skillful, his technique might improve and he can cement 500-600 pieces (Construction material production, large size)."

2) An organization will hire aging workers in a position in which experiences are needed. The research reveals that 2 government sectors, 2 productions and 2 service organizations hire aging workers in this field of work – examples from interviews, "A new worker might be from the local, that person had worked in Bangkok and returned to his hometown with experience in supervising large building construction. When he is 55 or 60 years old, we hire him to examine our blueprints or supervise our construction. We also provide an office for him (Contractor organization, small size). And "when we hire someone, we will focus on those with experience in employment counseling. In some provinces, we will appoint them as counselors" (Government sector).

III. The recruitment methods

Table 7 Recruitment Methods Used by Organizations to Recruit Aging Workers

	Aspects	Number of Organization	Number of Time being mentioned
1)	Internal recruitment by owners or human resource department and the use of referrals	4	4
2)	External recruitment such as job posting	1	1

1) Internal recruitment is conducted by varies methods as follows: 1. an organization recruited aging workers by negotiation between a retired person and an entrepreneur – an example from an interview, "Actually, he asked us for employment. At first, he had refused to continue his work. However, he came back a year later (Hotel, medium size)." 2. Organizations recruited aging workers by negotiation between a retiree and human resource department responsible for recruiting aging workers – an example from an interview, "we offer an option for our retiring staff to continue their work or retire. If the person chooses to continue, what will be terms of reference? Also, the contract will be annually (Construction material production, medium size)." 3. An organization recruited using referrals. Examples from interviews, "someone simply walks-in to apply, others call their senior retirees and ask if they would like to come back. It's like word of mouth. If they retired from a government job with qualification that we are looking for, we will interview them and see if they can accept our policy. If they agree, we then accept them (Hospital, large size)."

2) An organization recruited aging workers via job postings. Examples from interviews, "This organization uses advertising to recruit an aging worker. The qualification in the advertisement include he/she should have an experience being a guard and he/she are local people (Government sector)."

IV. Aspects that an organization considers when hiring

Table 8: Aspects to Consider When Hiring

	Aspects	Number of Organization	Number of Time being mentioned
1)	Relationships between organization and aging workers	6	6
2)	Previous work performance	2	2
3)	Ability to perform a task	11	11

1) Relationship from long-term collaboration creates bond and understanding. A good relationship creates trust between employer and employee. The research reveals that 5 private service organizations hire aging workers for this reason – examples from interviews, "People who are with us understand us, they are not so demanding. They love what they are doing. One of our aging workers is in purchase department, she wants to be with us. Her experiences allow us to know the sellers. Being together for a long time is good – we understand each other and nature of the work we are doing (Car dealer, medium size), "Workers who are with us for a long time have gained our trust. If we hire someone new, we need to start the whole process again (Hotel, medium size)" and "Because I and everyone call her "mom", it's like we have known each other for a long time. Some of them are our mothers' or grandmothers' friends whom we have known since our childhood (Herbal products, small size)."

2) Previous work experience: experienced aging workers can use their experiences to work with the organization – an example from an interview, "we don't want them to continue working, but they want to. This depends on the manager of human resource department. We need to look at their previous work performance and how much we need them in those positions (Ceramic manufacturing, medium size)." And "in our system, there is a head nurse who is in charge in each period. The person who is in charge must be capable of supervising almost everything in her unit. A new nurse can't be in charge without training (Hospital, medium size)".

3) Employers who focus on work performance or efficiency might not hire aging workers if the work assessment reveals that the workers are no longer capable. The employers might come up with a reason that the work will put more pressure on the aging workers. Therefore, the employers will consider hiring aging workers who are capable and have a better performance than a new recruit in certain positions – an example from an interview, "One policy of the employers is to announce in each year that we are pleased to have you with as long as you are able to. Everyone who is with us for a long time is experienced and understand us. However, you have to develop yourself constantly (Car dealer, medium size).

Discussion

This research found three shared factors when hiring aging workers among organizations in private sector. First when hiring aging workers, the characteristics of the job must suit the aging workers. From the result the organizations decided to hire aging worker when the positions are suitable for an aging worker. It is found that jobs which aging workers were employed include jobs in specific fields and jobs required ability derived from work experience. Therefore, previous work experiences are considered when hiring aging workers and it is found that organizations want aging workers who were able to perform a task. Second, the relationship between organization and the aging workers are important. In this research we found that the relationship is the long-term collaboration which create bond and understanding between the organization and the aging workers. It is also the trust of the organization in the aging workers to work for the organizations. Third, the organizations recruited aging workers using internal recruitment. It is found that the organization hire their own retirement worker. The recruitment process is the interview which was conducted by owners or human resource department. Some organizations which hire the aging workers from outside organization recruited the aging workers using references. An employee of the organization recommends a friend or associated as a possible member of the organization (Mondy & Mondy, 2012). The findings are incongruent with previous literature where differences exist in hiring aging workers between

different types of organizations such as service sector and manufacturing (Thangtipongkul & Srisuchart, 2018). To emphasis, this discussion significantly demonstrates that private organization sector shared some common factors when hiring aging workers, i.e. service and manufacturing.

In addition, for private organizations, aging workers are hired because there is an available position and the organizations believes there are difficulties when recruiting and training new staff. The result is congruent with the previous literature that the process in hiring aging workers of private organizations is linked with staffing process and the organizations ensure that it always has the proper number of employees with the appropriate skills in the right job (Cardon & Stevens, 2004). For public organization, aging workers are hired when there is government policy. The organization might restructure the existing positions for aging workers or create a new position for them specifically. The condition and number of such positions depends on a budget allocated by the organization. In terms of recruitment, public sectors recruit by using external recruitment. The results demonstrated that there are some differences between private organizations and public organizations when hiring aging workers. To emphasis, the findings demonstrated that if the government sets up the policy to encourage private sector to hire more aging workers (Sawatphol, 2020), it needs to focus on the recruitment system of the private organization such as availability of positions and the suitable of the work for aging workers. The findings clearly show the need to understand the private organizations recruitment system as an important factor to successfully encourage the hiring of aging workers in private organizations.

Recommendation

Recommendations for private organizations

1. Since it was found that the organizations hired aging workers because there are available positions and there are difficulties when recruiting and training staff, it is

recommended that private organizations should include hiring aging worker in their human resource planning. This is very important because Thailand is a country that is facing aging society (Foundation of Thai Gerontology Research and Development Institute, 2018) and this research shows that aging workers are an available supply source of people for the organizations.

2. The research result revealed that hiring aging workers is linked with staffing process and the organizations need to ensure that it has the proper number of employees with the appropriate skills in the right job. In addition, as it is stated in the discussion section that the understanding of recruitment system is an important factor to successfully encourage the hiring worker in organizations, it is recommended that private organizations should provide the information regarding staffing in the organization to the government. This will help the government to gain an insight to the private organizations system. Private organizations should also suggest the possible methods to encourage hiring aging workers for private organization. This will help the government to set the proper policy for private organizations.

Recommendations for the government

1. The research found that when hiring aging workers, the characteristics of job must suit the aging workers, and organizations want aging workers who were able to perform a task. It is recommended that the policy concerning the deferring of retirement age should consider the characteristic of jobs and the positions should be suitable for aging workers. The deferring of retirement for a longer period, such as 5 – 10 years is not recommended. To ensure that the aging workers can work for the organization, deferring of retirement age should be 1-2 years and renew every 1-2 years. It might not be the same policy as in Japan that encourage to employ persons who would like to work until 65 or older because Thai employers want aging workers who are able to perform a task.

2. The research found that there are differences between private organizations and public organizations when hiring aging workers. It is recommended that when planning for policy concerning hiring aging workers, the policy for public organizations

could be different from private organizations. The findings revealed that for public organization, when hiring aging workers, the condition and number of positions depends on a budget allocated by the federal government. Therefore, it is recommended that, for public organizations, the government should provide a suitable budget to encourage the hiring of aging workers in the organizations. It is also important that the government should understand the process of staffing in the organization. The government should also provide the flexible policy since the private organization could adapt the policy to harmonize with the human resource management. For example, in Korea and Singapore, the government provides grant-in-aid measure for employers together with other promotional policy to encourage hiring aging workers.

Limitations

The research adopted snowball sampling due to the limitation of population sampling which restricted the researchers from controlling types of organization to interview. Also, this research could not be generalized. However, it allowed the researchers to obtain in-depth data and understand the phenomenon of hiring aging workers. This research also pointed out the similarity of operations in service and production and differences between government sector and private sector.

References

Amsuk, R. (2015). *Labour force participation of the elderly in Thailand* (Master's Thesis). Chulalongkorn University, Bangkok.

Boonniemtang, S., & Thirasririkul, J. (2017). Welfare management for elderly in South Korea: the case of elderly center in Seoul. *Apheit Journal, 23*(1), 34-42.

Cardon, M. S., & Stevens, C. E. (2004). Managing human resources in small organizations: What do we know?. *Human Resource Management Review, 14*(3), 295–323.

Connelly. (2016). Trustworthiness in qualitative research. *Medsurg Nursing: Official Journal of the Academy of Medical-Surgical Nurses, 25*(6), 435-436.

Department of Business Development. (2020). *Business guidelines*. Retrieved from
https://www.dbd.go.th/more_news.php?cid=1586

Department of Older Persons. (2017). *Situation of the Thai elderly 2017*. Retrieved
from http://www.dop.go.th/download/knowledge/th1552463947-147_1.pdf

Foundation of Thai Gerontology Research and Development Institute. (2018). *Situation
of the Thai elderly 2018*. Bangkok: Foundation of Thai Gerontology Research
and Development institute.

Gomm, R. (2008). *Social research methodology: A critical introduction*. Macmillan.

Heath, C. (2011). *Embodied action: Video and the analysis of social interaction* (3rd
ed.). Sage.

Hedge, J. (2008). Strategic human resource management and the older worker.
Journal of Workplace Behavioral Health, 23(1-2), 109-123.

Ipsos. (2019). *Getting older-our aging world*. Retrieved from https://www.ipsos.com/sites
/default/files/ct/publication/documents/2019-12 /getting-older-our-ageing-
world_ikc-briefing.pdf

Jaengseebia (Ed.). (2017). *Thai society, elderly people with the employment policy*.
Retrieved from https://www.bangkokbiznews.com/blog/detail/641798

Jenkins, A., & Poulston, J. (2014). Managers' perceptions of older workers in British
hotels. *Equality, Diversity and Inclusion, 33*(1), 54-72.

Lyon, P., Hallier, J., & Glover, I. (2006). Divestment or investment? The contradictions
of HRM in relation to older employees. *Human Resource Management Journal,
8*(1), 56-66.

McGregor, J., & Gray, L. (2002). Stereotypes and older workers: The New Zealand
experience. *Social Policy Journal of New Zealand, 18*, 163-177.

Mckinnon, R. (2010). An ageing workforce and strategic human resource management:
Staffing challenges for social security administrations. *International Social
Security Review, 63*(3-4), 91-113.

Ministry of Labor. (2019). *Announcement of the Ministry of Labor: The promotion and
supporting of ageing workers*. Retrieved from https://www.mol.go.th/wpcontent/
uploads/sites/2/2019/07/prakad_elderly-compensation_for3march2019.pdf

Mondy, R. W., & Mondy, J. B. (2012). *Human resource management* (12th ed.). Pearson.

Mondy, R. W. (2014). *Human resource management* (13th ed.). Pearson.

Mongkol, P. (2020). Tax measurement for elderly society. *Graduate Law Journal, 13*(3). 357-368.

Nuchcharoen, W. (2017). *Financial problems of Thai elderly*. Retrieved from https://www.bangkokbiznews.com/blog/detail/644351

Office of the National Economic and Social Development Council. (2018). *Gross regional and provincial product chain volume measure 2018 edition*. Retrieved from https://www.nesdc.go.th/nesdb_en/ewt_w3c/ewt_dl_link.php? filename=national_account&nid=4317

Paitoonpong, S. (2017, January 20). Ageing workers' employment system in Japan. *Matichon*, p. 16.

Pinthong, J., Jittinan, P., Swangsuksun, P., & Kulnartsiri, N. (2018). *Aging society and the challenge of Thai workforce*. Bank of Thailand.

Poungchieng, T. (2007). *Work needs of Thai elderly in 2007* (Unpublished master's Thesis). Chulalongkorn University, Bangkok.

Prachacharttturakij. (2019). *Ministry of Labour shakes hand with private organizations in supporting employment among ageing workers*. Retrieved from https://www.prachachat.net/economy/news-294354

Remery, C., Henkens, K., Schippers, J., & Ekamper, P. (2003). Managing an aging workforce and a tight labor market: Views held by Dutch employers. *Population Research and Policy Review, 22*, 21-40.

Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson.

Sawatphol, C. (2020). Employment and work policies of aging population: Observation. *Journal of Thai Ombudsman, 13*(1), 117-132.

Shenton, A. K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for Information, 22*(2), 63-75.

Stenbacka, C. (2001). Qualitative research requires quality concepts of its own. *Management decision, 39*(7), 551-556.

Thairath. (2019). *Tesco Lotus is ready to hire retirement employment in the "60 Yang Jaew" project*. Retrieved from https://www.thairath.co.th/news/business/1512321

Thanayot, S., & Hananmuhibbatuddin, N. (2015). Aging in the world of work: Biopsychosocial perspectives. *Panyapiwat Journal, 7*(1), 242-254.

Thangtipongkul, K., & Srisuchart, S. (2018). The decision to retire early: Evidence from private service sector in Thailand. *Journal of Population and Social Studies, 26*(2), 149-164.

The Ministry of Social Development and Human Security. (2009). *The 2nd national plan on the elderly 2002-2021*. Retrieved from http://www.dop.go.th/download/laws/law_th_20161107091458_1.pdf

United Nations. (2019). *World population prospects 2019*. Department of Economic and Social Affairs Population Division.

Wanlanai, S., Patchara, T., Nittaya, J., Saranya, K., & Sainatee, C. (2018). *The needs of senior citizen to continue working and the readiness of companies in hiring senior citizen* (Research report). National Research Council of Thailand.

Yin, R. K., (1994). *Case study research design and methods: Applied social research and methods series*. Sage.