Development of a policy model for achievement motivation enhancing work competence of elderly returning to labor force

การพัฒนาตัวแบบเชิงนโยบายแรงจูงใจใฝ่สัมฤทธิ์ที่เสริมสร้างสมรรถนะการทำงานของผู้สูงอายุที่กลับสู่กำลังแรงงาน

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Abstract

The purpose of this research is to develop evaluation criteria for making a policy model for achievement motivation enhancing the work competence of elderly returning to the labor force. Techniques of research and development were applied as the main research framework. Data was collected from documents research and in-depth interviews with 19 people who get involved and have experiences in organization management, research work and human resource management. This was done to study the trend of criterion components and then to synthesize it into components of a policy model for achievement model enhancing the work competence of elderly returning to the labor force. It was found that the components of the evaluation criteria for making decisions consisted of 3 main components 1.Motivation factors contain with 7 sub-components; opportunity to show their performance, organization progress, recognitionfrom others, work achievement, work features, responsibilities and awareness of their own abilities 2. Maintenance factors containwith 7sub-components;security, administration policies, interrelation, work environments, work and private life, status and position, benefits 3. Self-motivation contain with 3 sub-components; benefit support for people, benefit support for organization and having self-virtue. In conclusion this research were divided into 3 main components, 17 subcomponents and 59 indicators.

Keywords: achievement motivation, elderly, labor force.

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์ในการพัฒนาเกณฑ์การประเมินเพื่อจัดทำตัวแบบเชิงนโยบายแรงจูงใจใฝ่สัมฤทธิ์ที่เสริมสร้างสมรรถนะการทำงานของผู้สูงอายุที่กลับสู่กำลังแรงงาน ใช้เทคนิคการวิจัยและพัฒนาเป็นกรอบหลักในการวิจัย การเก็บรวบรวมข้อมูลใช้วิธีการวิจัยเอกสารและการสัมภาษณ์เชิงลึกผู้ที่มีส่วนเกี่ยวข้องมีประสบการณ์เกี่ยวกับการบริหารองค์การ งานวิจัยและพัฒนาทรัพยากรมนุษย์ จำนวน 19 คน เพื่อศึกษาแนวโน้มองค์ประกอบเกณฑ์และสังเคราะห์ขึ้นเป็นองค์ประกอบตัวแบบเชิงนโยบายแรงจูงใจใฝ่สัมฤทธิ์ที่เสริมสร้างสมรรถนะการทำงานของผู้สูงอายุที่กลับสู่กำลังแรงงาน ผลการวิจัยพบว่า องค์ประกอบของเกณฑ์การประเมินการตัดสินใจประกอบด้วย 3 องค์ประกอบหลัก ประกอบด้วย 1. ปัจจัยจูงใจ แบ่งเป็น 7 องค์ประกอบย่อย คือ โอกาสแสดงผลงานตนเอง ความก้าวหน้าองค์การ การยอมรับนับถือจากผู้อื่น งานสัมฤทธิ์ผล ลักษณะงาน ความรับผิดชอบ และการรับรู้ความสามารถตนเอง 2. ปัจจัยสนับสนุน แบ่งเป็น 7 องค์ประกอบย่อย คือความมั่นคง นโยบายการบริหาร ความสัมพันธ์ระหว่างบุคคล สภาพแวดล้อมที่ทำงาน งานและชีวิตส่วนตัว สถานภาพและตำแหน่ง ค่าตอบแทนและผลประโยชน์ 3. แรงจูงใจภายในตน แบ่งเป็น 3 องค์ประกอบย่อย คือการสนับสนุนผลประโยชน์เพื่อบุคคล การสนับสนุนผลประโยชน์เพื่อองค์การ คุณธรรมภายในตนทั้ง 3 องค์ประกอบหลัก 17 องค์ประกอบย่อย จำนวนตัวบ่งชี้รวมทั้งสิ้น 59 ตัวบ่งชี้

คำสำคัญ: แรงจูงใจใฝ่สัมฤทธิ์, ผู้สูงอายุ, กำลังแรงงาน

The population of the elderly is growing rapidly and Thailand has become " a society of the elderly" since 2005 at the time when the population of people over 60 years of age made up about 10 percent of the total population of Thailand. The youth generation in the past has become the old generation nowadays. In 2014, there were 10 million people who were over 60 years of age, accounting for 15 percent of the total population. Thailand is becoming the perfect society of the elderly. The population with people over 60 years old will be more than 20 percent of the total population in 2021 or in next 5 years and it is expected that Thailand will be the ultimate society of the elderly in less than 20 years. People over 60 years of age will reach 28 percent of the total population (Institute of the Elderly Research and Development, 2015), Impacting on every sector and creating severe competition. People must adapt themselves to the occurring changes.

With the increasing proportion of the elderly, decreasing population in the work force, the diversity of staff in every age range from Baby Boomers, Generation X to Generation Z, which can be found in every organization at the moment. When only government sectors are taken into account, it can be seen from the structure that the average age of civil servants is getting higher. Moreover, people in the Baby Boomers group are preparing to retire, resulting in a shortage of work force in certain lines of work and making a continual impact on

organization management and productivity delivery from performing government duties in the whole system. For civil servants in higher education institutions, although the number of civil servants was not classified according to work groups in 2014, the number of the civil servants in higher education institutions was reduced by 3,1940 persons out of the total of 30,084. The cause of losing civil servant staff is retirement from public service term. The challenging thing is the critical problem of retirement from public service term of officials in the positions involving directing and management. Despite a small proportion of retirement, they hold important positions, getting involved in managing work, people and organization budget. This needs experiences, knowledge, high-leveled capabilities, which have been accumulated over the years in order to understand roles and duty tasks of related government agencies well. (Office of the Civil Servant Commission). It takes more than 7 to 10 years for a staff to be a well-round expert at work or from novice to master. Therefore, if, within a few years, these officials holding these positions leave the government office and there is no careful preparation, there will be an impact on work management of government sectors as a whole. This condition can happen to other groups of civil servant as well. (Sombat Kusumawalee, 2009).

When shortage of quality staff entering organizations becomes problems of many organizations- either private sectors or government sectors, measures are used to solve these problems. For example, in government sectors, there is selection for new breed of civil servants or quality civil servants so that they can participate in development projects to become quality staff to be posted in organizations later on (Office of Civil Servant Commission, 2015). Because thisprocess take time, there should be early preparation undertaken to send staff to organizations without disruption. Elderly or the retired from official term who used to hold management positions are still vigorous with readiness and have determination-based. encouragement in working for the benefits of the organizations even though they already retire. They are considered as an important group and they can come back to create work performance that benefits organizations once again. This is because there are still elderly who already retire and still have quality ,readiness together with having an opportunity to work again. Therefore, the government is taking the policy of extending official retirement term into consideration seriously again (The Office of the Civil Servant Commission, 2016).

Moreover, giving an opportunity for elderly who are efficient, experienced and ready to come back to do management work for the benefits of the organizations one more time together with the arrangement for finding suitable staff to make up for management positions without disruption is an important issue related to the above-mentioned phenomenon. From such a phenomenon, it was found that there are many factors effecting on creating

achievement motivation enhancing work competence of elderly. Due to the fact that there is neither study about nor a systematic collection of them, the researchers are interested in studying components effecting on achievement motivation enhancing work competence of elderly who return to work force in order to develop and make use of human resource worthily, which will build strength for Thailand in the future.

Purpose of the research

       1. To study the component trend in developing a policy model for achievement motivation enhancing work competence of elderly returning to labor force

       2. To develop component criteria of the policy model for achievement motivation enhancing work competence of elderly returning to work

Benefits expected to obtain from doing the research

       1. Obtain the component trend in developing a policy model for achievement motivation enhancing work competence of elderly returning to labor force

       2. Obtain components which can be used to develop the policy model for achievement motivation enhancing work competence of elderly returning to labor force

Conceptual framework of the research

       The study was divided into 2 sections which were:Section 1 studying the component trend in developing a policy model for achievement motivation enhancing work competence of elderly returning to labor force by using the technique of documentary research; Section 2 synthesizing the component trend in developing a policy model for achievement motivation enhancing work competence of elderly returning to labor force by using the technique of in-depth interviews which has a concept framework of developing the policy model for achievement motivation enhancing work competence of elderly returning to labor force as shown in figure 1.

Step 1

Concept and theories related to research work

Concept about managing human resource in elderly

Concept about elderly and retirement

Concept about achievement motivation in working of elderly' work

Work competence concept of elderly

Concept about building self-motivation of elderly

Related research work

Documentary analysis using Pattern matching

Data reduction

Data display

Conclusion drawing and verification

Trend of components in developing a policy model for achievement motivation enhancing work of elderly returning to work force

Step 2

Groups of interviewees

Group of rectors and vice

Group of division

Academics

Data checking by using Triangulation

Documentary analysis by using Pattern matching

Screen for data display

Components to develop the policy model for achievement motivation enhancing work competence of elderly returning to work

Figure 1 Conceptual framework of developing the policy model for achievement motivation enhancing work Competence of elderly returning to work.

Research procedures

        This research was divided into 2 steps which were: Step 1- the study on drafting a component trend in developing a policy model for achievement motivation enhancing work competence of elderly returning to labor force. In the documentary procedure, the researchers studied documents, concepts, theories of research results to investigate
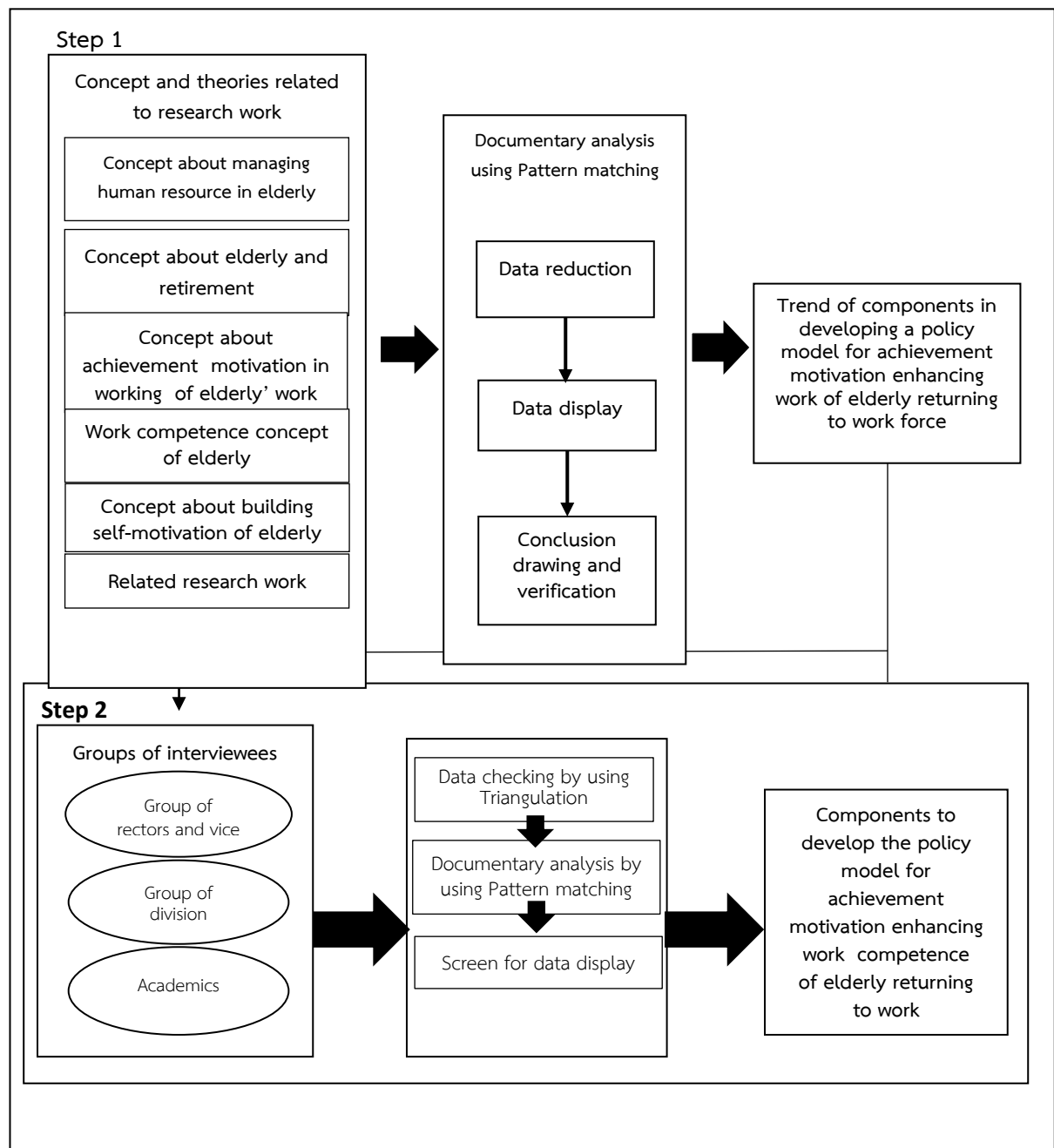
components and variables related to achievement motivation enhancing work competence of elderly returning to labor force in order to synthesize them into a draft of the model component trend. The procedures to carry the task can be made into a flow chart according to Figure 2.
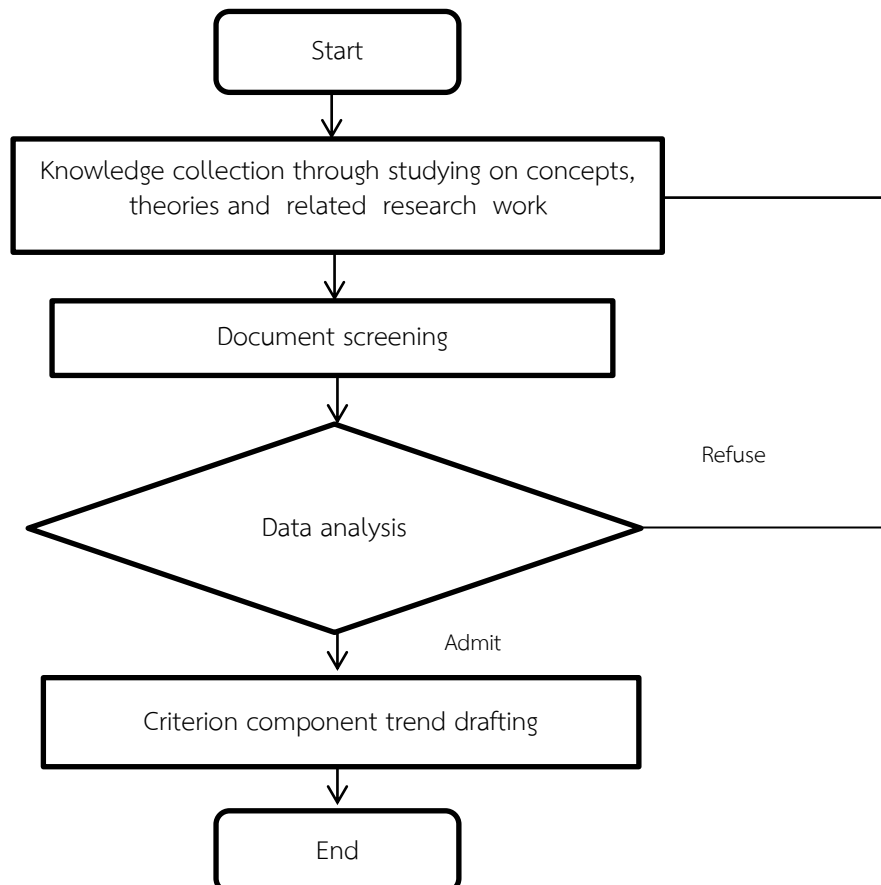
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Figure 2 The diagram shows procedures of applying documentary research guidelines for drafting a trend of the model components

From Figure 2, the study on the trend of model components comes from the method of documentary research, which can be explained in details as follows: Documentary research is the analysis of the data from documents, publication and data in various forms that other people have recorded or have printed to propagate. This is secondary data from various sources. The procedures of this consist of document collection, document selection and document analysis. For the document collection, it was the first procedure of the research. In this step, the researchers started studying by collecting data from books, research results,

domestic and international academic articles. The data itself is related to human resource management for elderly, elderly and retirement, achievement motivation in the work of elderly, work competence of elderly, self-motivation of elderly, including models. After that, the researchers brought everything to synthesize, analyze and interpret the concepts collected as in what aspects they could be made use of, how they were related to the research work and which topic they were related to so that the researchers could make a summary in the form of a table showing study guidelines and utilization in research work.

After that, in the procedure of selection the researchers set up criteria of selection which were taking into consideration of concepts, theories, research titles or objectives of the research work as whether they were related to or compatible with the research work; taking into consideration of data authenticity by making references from the authors ,journals propagating research work or articles about reliability. Moreover, the researchers verified documents by comparing them with other documents that had similar data to confirm reliability.

The last procedure was to analyze documents. In this research, the researchers carried out data analysis by using the method of pattern matching (Yin, 2003), which consists of 3 steps: the first step is data reduction-process of raw data reduction and selection of only data or variables used in doing the research; the second step is data display-the process of building patterns or arranging variable groups used in the research work in order to take similar data into consideration for verification and also to consider differences of such data to take them to analyze the conclusion of the research; the last step was conclusion drawing and verification-interpretation and comprehension process of relation patterns of collected data. After that, the researchers made a conclusion as a structure of a criteria component trend and at the same time made interview forms to collect data from in-depth interviews in the next step, which could be brought to develop into a trend of criteria components in the next step.

Step 2 is to synthesize the policy model components for achievement motivation enhancing work competence of elderly returning to labor force by using the technique of in-depth interviews, the synthesis of drafting the components of the policy model for achievement motivation enhancing work competence of elderly returning to labor force through pattern-matching analysis and interpretation from the researchers which can be summarized into a diagram of work procedures according to Figure 3.
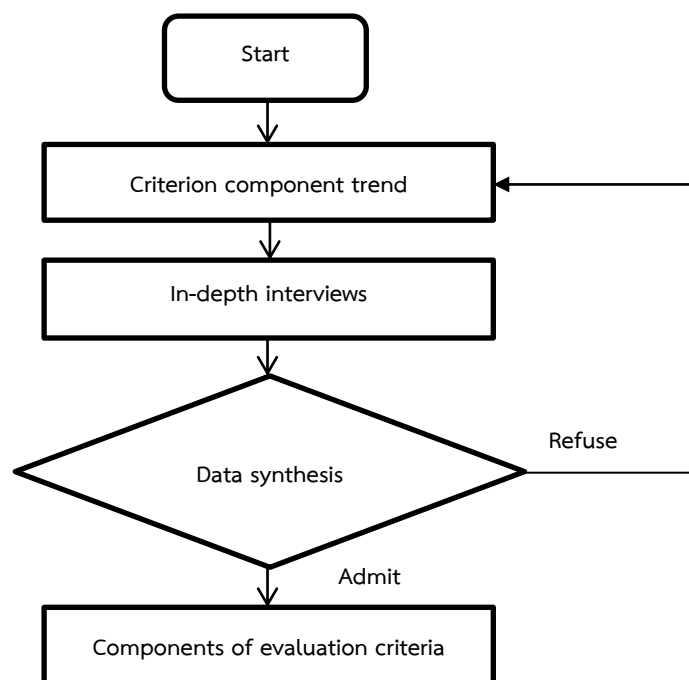
Figure **3** Diagram shows procedures of applying in-depth interview

From figure 3, the synthesis of the policy model components for achievement motivation enhancing work competence of elderly returning to labor force from in-depth interviews, it can be explained in details as follows: for in-depth interviews, the researchers classified informants into 4 groups which are: a group of rectors and vice rectors (4 persons); a group of deans (9 persons); a group of directors (3 persons); a group of academics (3 persons), which made up for a total number of 20 persons. The researchers used interview forms as a tool for conducting interviews with open-end questions made out of a draft of criteria component trend obtained from documentary research. The questions could be flexible according to the situation in the interview and the researchers used a tape recorder to record all dialogues by informing the interviewees in advance.   Moreover, the researchers used a notebook, a pen to note down opinions in various aspects from the informants in order to transcribe the conversation, sort out issues and make a conclusion.

When obtaining the data, the researchers used Triangulation method in examining the data by checking whether there was accuracy of the collected data or not-checking the sources of data in terms of places, time and informants. In case there were discrepancies, the researchers would conduct another interview again by changing time, places or informants in order to make a confirmation find a clear conclusion. For the data that could not be proved

for accuracy or the data that lacked reliability, the researchers would not bring such data to be used in the research work.

Then, the researchers analyzed the data by using data analysis method of pattern matching (Yin, 2003), which consists of 3 steps: Data reduction-the process of reducing raw data and selecting only data or variables used in the research work; Data display-the process of constructing patterns or arranging variable groups used in the research work to consider similar data. This was done in order to make verification and to consider the differences of such data in order to take them to analyze the research conclusion; Conclusion drawing and verification-interpretation and comprehension process of relation patterns from collected data. After obtaining the data from in-depth interviews, the researchers would synthesize it into a trend of criteria components and extract it into a form of a theoretical component body of developing a policy model for achievement motivation enhancing work competence of elderly returning to labor force through pattern-matching analysis and interpretation from the researchers.

Research results

The research results were divided into 2 parts as follows:

Part 1 The study results of the component trend draft of the policy model for achievement motivation enhancing work competence of elderly returning to the work force by using documentary technique, a trend and policy components were obtained as follows:

1. Motivation factors

Motivation factors which play an important role originate from inner feeling of oneself –based on components in terms of having an opportunity to show one's own performance to the public, organization progress, recognition from others, accomplishment of assigned work, nature of work and self-awareness of one's own capabilities.

2. Maintenance factors

The factors of this group are important in terms of external recognition about things the staff in organization are supposed to obtain in order to build satisfaction and to reduce dissatisfaction in people's work. These factors act as a stimulus that can create satisfaction during work. They are factors that are related to work environment in terms of keeping work motivation of each individual alive all the time-based on components in terms of security of the operating organizations, management policies, work environment, work-private life balance, status and positions and benefits.

3. Self-motivation

Self-motivation is considered an important factors. It is a positive motivation with the amount varying from one person to others-based in components in each area in terms of benefit support for people, benefit support for organizations and virtues within oneself

Part 2 The results of synthesizing criteria of policy model development for motivation by using in-depth interview technique yielded 3 main components and 17 sub-components for model components, 59 indicators according to the figure 4.
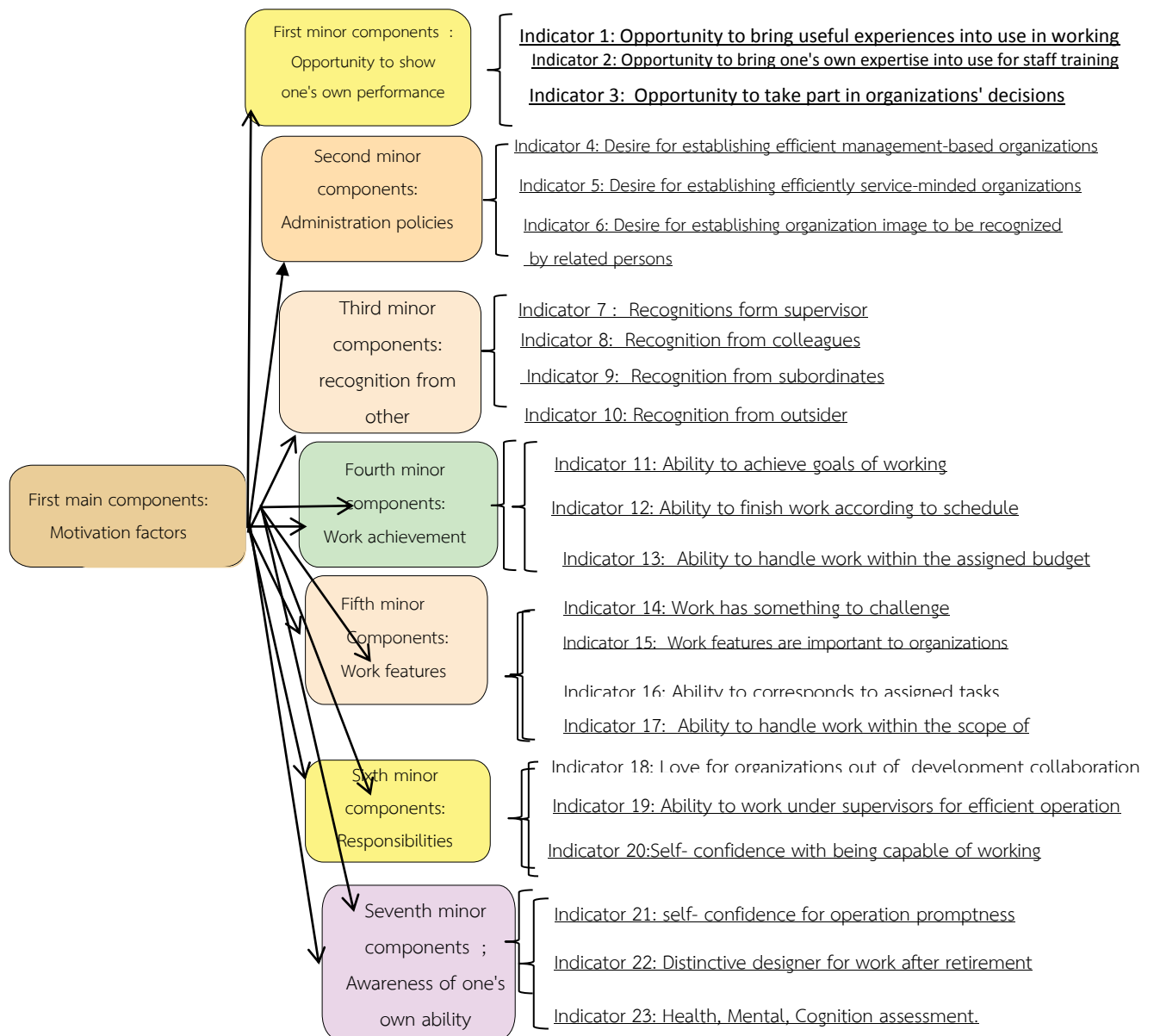

First minor components : Opportunity to show one's own performance
- Indicator 1: Opportunity to bring useful experiences into use in working
- Indicator 2: Opportunity to bring one's own expertise into use for staff training
- Indicator 3: Opportunity to take part in organizations' decisions

Second minor components: Administration policies
- Indicator 4: Desire for establishing efficient management-based organizations
- Indicator 5: Desire for establishing efficiently service-minded organizations
- Indicator 6: Desire for establishing organization image to be recognized by related persons

Third minor components: recognition from other
- Indicator 7 : Recognitions form supervisor
- Indicator 8: Recognition from colleagues
- Indicator 9: Recognition from subordinates
- Indicator 10: Recognition from outsider

Fourth minor components: Work achievement
- Indicator 11: Ability to achieve goals of working
- Indicator 12: Ability to finish work according to schedule
- Indicator 13: Ability to handle work within the assigned budget

Fifth minor Components: Work features
- Indicator 14: Work has something to challenge
- Indicator 15: Work features are important to organizations
- Indicator 16: Ability to corresponds to assigned tasks
- Indicator 17: Ability to handle work within the scope of

Sixth minor components: Responsibilities
- Indicator 18: Love for organizations out of development collaboration
- Indicator 19: Ability to work under supervisors for efficient operation
- Indicator 20: Self- confidence with being capable of working

Seventh minor components ; Awareness of one's own ability
- Indicator 21: self- confidence for operation promptness
- Indicator 22: Distinctive designer for work after retirement
- Indicator 23: Health, Mental, Cognition assessment.

First main components: Motivation factors

Figure 4 Policy model for achievement motivation enhancing work competence of elderly returning to work force, First main components: Motivation factors
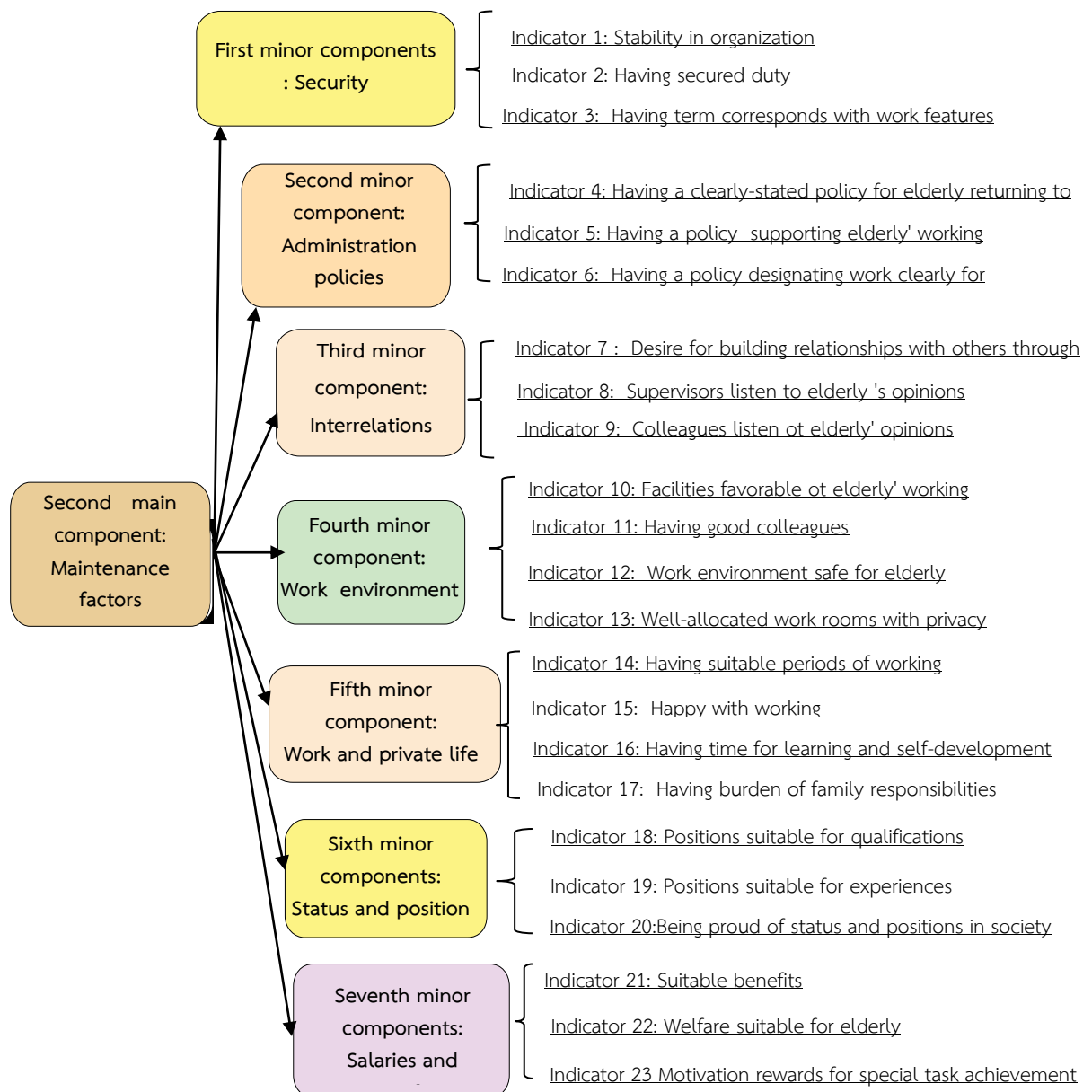
Figure 5 Policy model for achievement motivation enhancing work competence of elderly returning to work force, Second main components: Maintenance factors
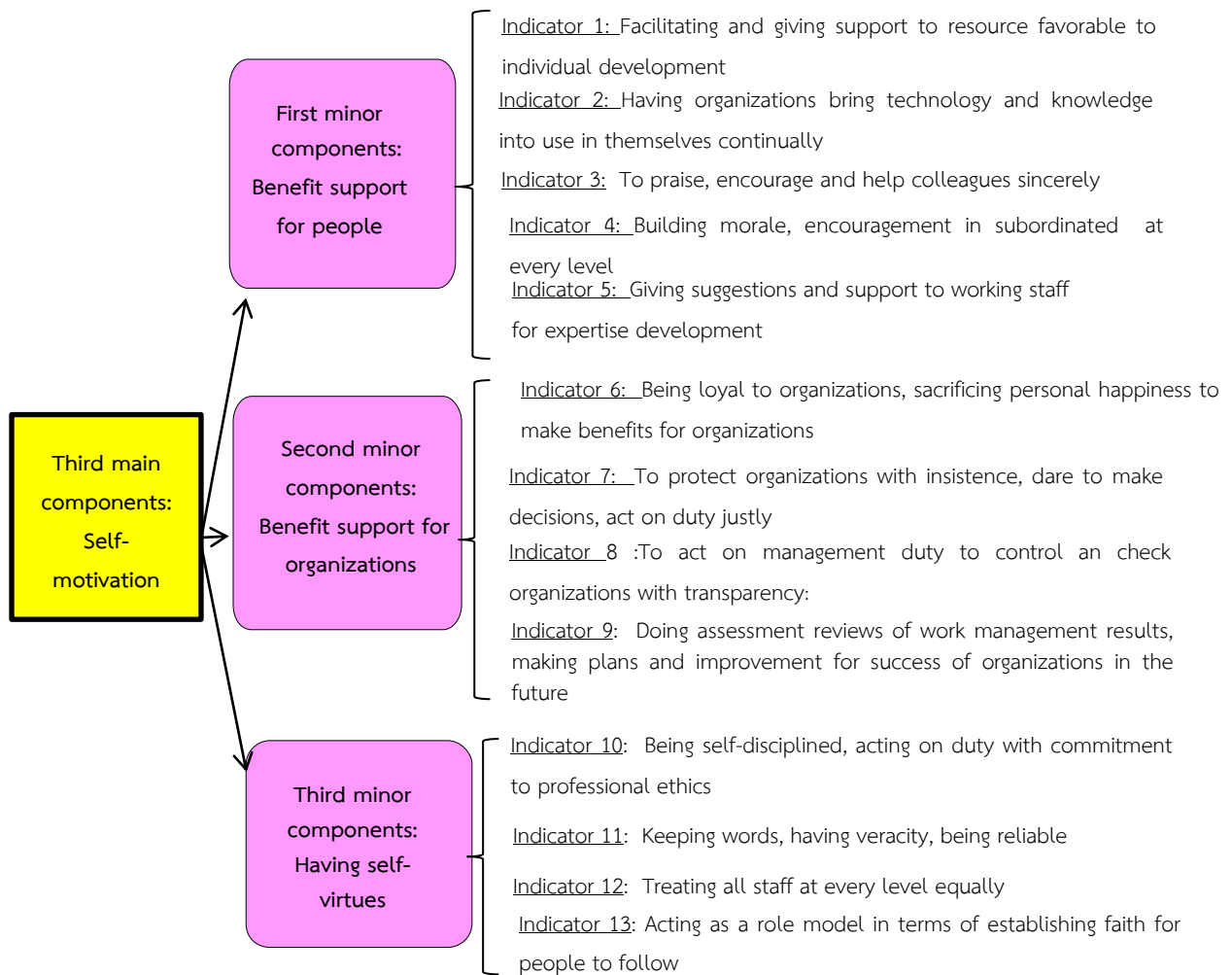
First minor components: Benefit support for people

Indicator 1: Facilitating and giving support to resource favorable to individual development

Indicator 2: Having organizations bring technology and knowledge into use in themselves continually

Indicator 3: To praise, encourage and help colleagues sincerely

Indicator 4: Building morale, encouragement in subordinated at every level

Indicator 5: Giving suggestions and support to working staff for expertise development

Third main components: Self-motivation

Second minor components: Benefit support for organizations

Indicator 6: Being loyal to organizations, sacrificing personal happiness to make benefits for organizations

Indicator 7: To protect organizations with insistence, dare to make decisions, act on duty justly

Indicator 8 :To act on management duty to control an check organizations with transparency:

Indicator 9: Doing assessment reviews of work management results, making plans and improvement for success of organizations in the future

Third minor components: Having self-virtues

Indicator 10: Being self-disciplined, acting on duty with commitment to professional ethics

Indicator 11: Keeping words, having veracity, being reliable

Indicator 12: Treating all staff at every level equally

Indicator 13: Acting as a role model in terms of establishing faith for people to follow

Figure 6 Policy model for achievement motivation enhancing work competence of elderly returning to Work force . Third main components: Self-motivation

Discussion

From policy model development for achievement motivation enhancing work competence of elderly returning to work by using documentary research and in-depth interview technique, 3 main components and 17 subcomponents for the draft of policy model components and 59 indicators were obtained. These 3 main components correspond to the concept of Tongchai Santiwong and Chaiyot, (2005), stating that attraction is a tool which makes motivation effective. People can use motivation to designate directions in order to make them reach goals that they have set. Motivation comes from things such as praising, recognition, promotion in workplace and salary increase. This concept also corresponds to the important concept of Herzberg and the team (Herztberg et al., 1959). He mentioned about stimulating factors which caused people's satisfaction at work and stimulating factors which caused people's dissatisfaction at work. These two groups of factors are important and support each other. Supporting factors have a role of reducing dissatisfaction while stimulating factors are factors originating from people's feeling towards work. Elderly who still have capabilities and believe that they can still work still need attraction to motivate them for work achievement although they already retire. This corresponds to the research work of Prateep Jingnee and the team (1999). He processed and synthesized working of elderly in Thailand. It was found that factors that had an effect on working were external variables such as physical environment, having social interaction with co-workers and work atmosphere while internal variables were capabilities and knowledge in assigned work and self-confidence. Moreover, there was a bio-social variable, showing that incomes influenced work decisions, especially for self-confidence. This finding shows that elderly who have self-confidence about their capabilities of handling the work well are still enthusiastic in continuing working although they already retire. From the research results, it was found that elderly between 60-65 years of age were the ones who recognized their capabilities towards work more than other groups and elderly who were still working made a self-assessment of their capabilities of working that they could still continue working as long as they were healthy (Siriwan Siriboon and Malinee Wongsit, 2010). For the aspect of creating motivation within oneself of elderly., motivation creating comes from long experiences from working -success and failure of the goals that are set. Those that have a lot of good work experiences have good feelings and are proud of themselves. This corresponds to the self-esteem concept of Maslow (Maslow,1970). He gave the definition of self-esteem as feelings , one's own values recognition and self-evaluation of one's own values in terms of strength, success, asset possession , confidence in facing the existing world, the ability of being independent , having rights and liberty. Such feelings are

shown in the forms of   role models, caring for community at large, helping others, commitment to virtues and correctness. This can be summarized into diagrams as follows:
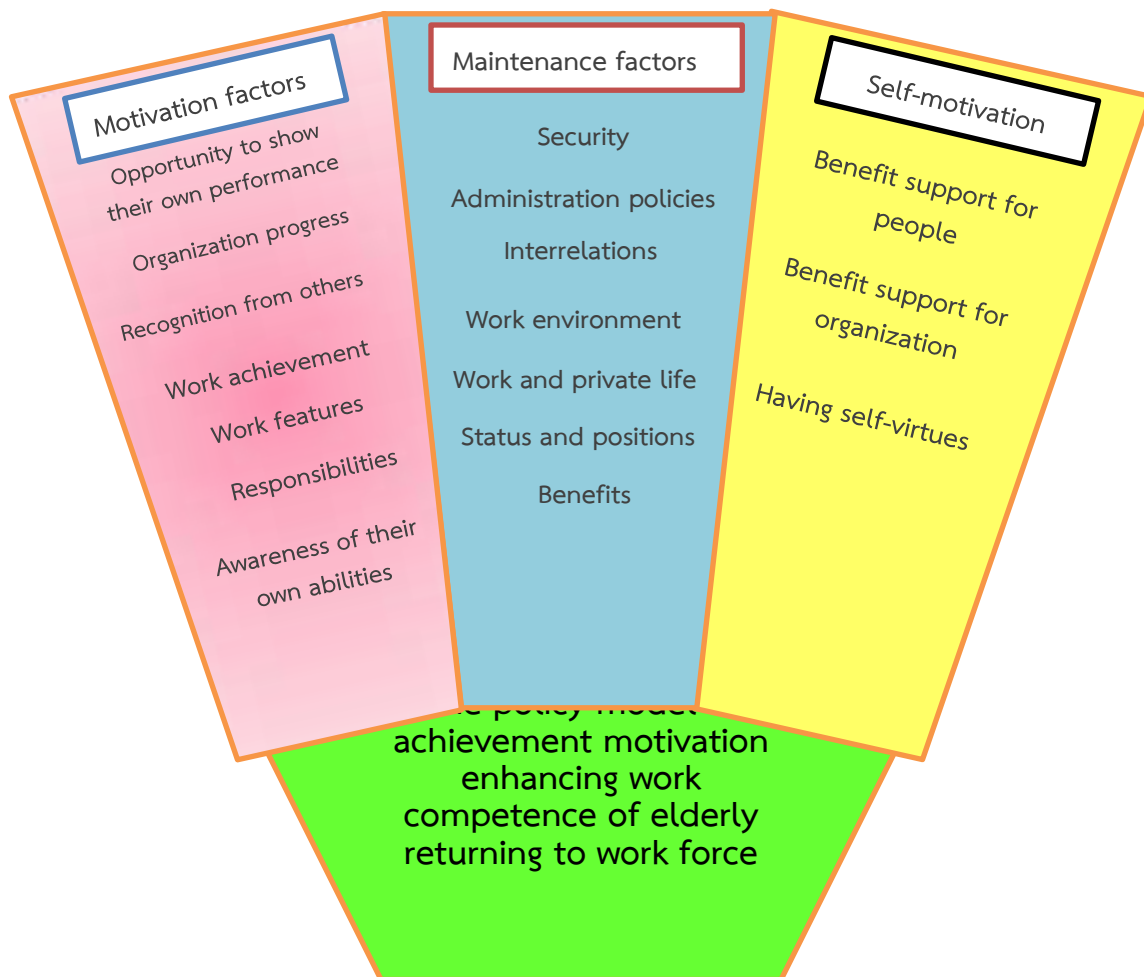

Figure 7 The policy model components for achievement motivation enhancing work competence of elderly returning to work Third main components: Self-motivation.

Suggestions

Suggestions from research results

From research results, it was found that factors that influenced achievement motivation promoting work competence of elderly returning to work force were self-capability recognition, confidence with their own capabilities of handling the work and readiness to work. This comes from self-recognition, which is related to management factors such as a clear policy for giving an opportunity for elderly to return to work. Organizations have to inform those who are about to retire about information, policies of hiring elderly who already retire

for suitable positions. Clarity will help for those that are on the verge of retirement and are qualified know precisely of what to do when they continue working after retirement. if organizations do not prepare for clarity, there will be shortage of responsible staff, especially for important work in the management area and they might lose well-round staff when the day of retirement comes. Moreover, factors of work and private life are also important. Keeping balance between time and rest time gives one have time for learning and self-development. For elderly, this is important-not less than other people in other age groups. For organizations that have elderly work with them -especially for management positions -they still have to learn and develop themselves as well. Responsible work units should arrange suitable training courses for elderly so that they can always develop themselves from this training.

Suggestions for next research

For next research, groups of study population should be extended to other educational institutions in order to search for factors that are related to working behaviors of elderly who retire for official term and return to work force once again The study should cover more area and expand concept framework of the research to findings for other cause factors that are related to working of elderly after retirement such as working productivity of elderly in manage groups in order to obtain data more meticulously in various contexts.

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