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*Article*

# Policy Proposal for Elderly Government Officials Employment in Public Sector Organizations

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**Abstract:** A promoting work for the elderly is an important way of empowering the participation of the elderly in society for economic development, which will lead to the well-being of the elderly. This is presented the policy proposal for elderly government officials employment in public sector organizations landscape study by policy research on EDFR which combines MACR, especially, elderly civil servants in public sector organizations of 56–60 years, and aged of 60 years to over, include the experts into the data. Comparing the employment forms elderly civil servants in public sector organizations of flexible employment and new employment models to differences at statistical significance level of 0.01, 0.05, respectively. Significance the policy proposal for elderly government officials employment at “Key” factors of the strategies, goals, measures, and operational guidelines to effectiveness.

**Keywords:** policy proposal; elderly government officials; the employment; public sector organizations

## 1. Introduction

From the situation of entering an aging society is important to affects development. It will require cooperation and preparation of various organizations, especially the public sector organizations in order to be immune to change, and reduce impacts in various areas to happen. The employment of elderly civil servants will require changes in policies and operational guidelines that are consistent with the production structure changing from being labor-intensive to using more knowledge and technology [1]. By increasing labor productivity and supporting the work of the elderly in order to obtain employment guidelines, wage rates, benefits, welfare, and working conditions appropriate to the physical characteristics of elderly workers [2]. However, the rewards that will be received include helping elderly government officials employ jobs, have a good quality of life, reduce social problems, and reduce labor shortages. Including reducing the burden of providing assistance to the elderly, which will be beneficial to economic and social development as well as promoting the elderly to be able to rely on themselves [3]. Principles to related a creating an elderly workforce that should have the opportunity to work according to their needs and abilities, continuous learning, vocational training, and participation are important to an aging society. Employment is a contract with the objective of employment that creates rights and duties between the employer and the person hired to do the work.

Today, Thailand's population is healthier and living longer than in the past, with the potential and health to still be able to work, which is why people over 60 years of age or retired people want to continue working [3]. The aging population has become a major trend to profoundly the impacts in all aspects of societies worldwide. Also, the aging society to important issue, because this is considered the century of older people that will increase greatly. Therefore to defined the older person, both male and female populations aged over 60 years and has divided into the elderly society

of the 3th levels [4] were to, 1) an entering aging society which is a society or country where more than 10% of the population aged 60 years or more than 7% of the population aged 65 or older, 2) aged society is a society or country with a population aged 60 years or over more than 20% of the total populations or a population aged over 65 years old more than 14% of the total populations, indicating of the country to entered in an aged society completely, and 3) super-aged society, a society or country with a population aged 65 years and over, accounting for more than 20% of the total population which shows that the country has fully entered an aged society. However, the countries still in the early stages of the demographic shift from eight world regions. Namely, East Asia, Southeast Europe, North America, Australia, New Zealand, Latin America, and the Caribbean, have the highest percentage of the working-age population between the ages of 25 and 64, representing of 56%, 54%, 53%, and 51% to population totals, respectively. Employment of the elderly in government work according to government human resource management measures to support an aging society that focuses on human resource management systems must lead to maintaining and increasing the government's ability to create and provide efficient public service [5]. Government workforce has the size and capabilities appropriate to the roles and missions of government agencies that are ready to support an aging society and the changing context of public administration. In addition, the development of resource management system for elderly civil servants in public sector organizations to be appropriate, and consistent with the social context of the elderly. This is presented the policy proposal for elderly government officials employment in public sector organizations in two main the objectives aimed to comparison the employment forms elderly civil servants in public sector organizations and analyze the policy proposal for elderly government officials employment in public sector organizations to supports an aging society for elderly civil servants with mobility, flexibility, efficiency, and value to effectiveness.

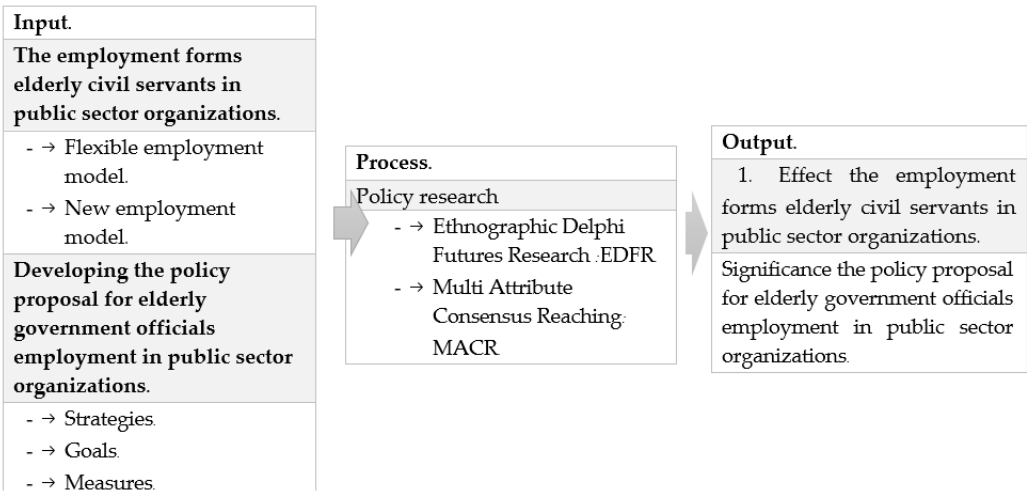
## 2. Conceptual and Frameworks

Elderly government officials employment is a person who has needs in various areas. The needs can be divided into 5 main areas [6] such as, (1) physical and mental needs which are basic human needs, and needs in the 4th factors to use in life, which is in matters of the mind It is an abstract need that cannot be touched or touched, e.g., the need for stability and safety from aging with changes and deterioration of the body that makes this group of elderly people focus on the use of various organs. of the body to be usable for as long as possible, and try to maintain as much physical and mental power and potential as possible in order to make the most of one's own power and potential, (2) social needs by elderly government officials employment needs recognition, praise, and listening to opinions, needs relationships with people with similar social conditions to join together to develop society, and do things that they desire by using past experiences to transmit that knowledge and experience, (3) economic needs are the needs to have continuous work in order to have income and spend what is necessary for living, (4) the need to reduce reliance on others to lead a normal life, having the freedom to do things yourself, and (5) the need for new knowledge and experiences in society.

Population ages, the percentage of working-age people has stabilized or decreased in some regions. Except for Latin America and the Caribbean, where the share of the working-age population is expected to decline between early since, 2040 A.D., and 2050 A.D., the aging population is expected to grow at a rate above 3% since, 2020 AD. The number of people aged 60 are more children under 5 than those under 5. Between since, 2015 A.D., and 2050 AD., the share of the world's population over of 60 years will almost double of 22% between since, 2015, AD., and 2050 AD. Thailand's aging society is that more than 20% in the population of 60 years and over. In the next of 9 years, it will enter the "super-aged". Society as since, 2031 A.D., to population aged of 60 years and over exceeds of 28% to population totals. When considering the report on Thailand's population situation to stepped an

aging society as since, 2005 A.D., the elderly population, which is increasing rapidly and continuously, causes the population of Thailand to age rapidly. The continued decline in premature mortality among the next generation is the main driver in other countries [7]. This suggests to Thailand's demographic structure on aging faster than any other country in Southeast Asia. This will affect the productivity of production and the country's socio-economic development, especially the gross domestic product. GDP is a broad financial indicator of overall economic activity, including all public and private consumption of a country [8]. Thailand's entry into an aging society may affect economic and social growth trends to consistent with the results of the study in countries with a high proportion of elderly people who have higher economic growth rates. And suppose the country focuses on the policy to develop the elderly labor force. In this way a during the next of 10 years, this group of government officials will gradually retire from the bureaucratic system according to their normal retirement age. Government agencies will have to recruit new government officials to replace them or find ways to support such as the losses [9]. Population structure changes are considered one of the key factors affecting fiscal stability.

Public sector organizations have an increasing number of elderly people, it is found that the increasing proportion of elderly people begins to affect fiscal stability and will tend to increase in the future, because the factor to determines the direction of government revenue and expenditure. The size of government income and expenditures. A main reason is working age in the formal sector is the age that generates net income for the government to most of them pay personal income tax and pay VAT (Value Added Tax) from consumption of products, services. And suppose the country of focusing the policy to developed the elderly labor force of affecting the country's production sector structure in the future and help the economy. Public sector organizations can use manpower of all ages to their fullest potential in order to increase the efficiency of government administration and capacity in the country's competition on measures to adjust the workforce structure to appropriate size, measures to improve the job structure, government workforce management to be suitable for missions and changing contexts, measures to improve retirement age and extension of working period to consistent with the needs and nature of government work, measures to develop the age management system of government agencies, e.g., job rotation, work progress and work after retirement, system flexible working, age-appropriate incentive and performance evaluation systems, and knowledge management systems [10]. The government issues the policies a promoting the employment and expand work opportunities for the elderly in order to support the entry of completely aging society to occur in the future, creating income security for the elderly [11]. Assessment to ability, and develop the competency of elderly civil servants in order to increase the administration quality of public sector organizations. And infrastructure adjustments and regulations in obstacle to administration on expanding framework as employment of elderly civil servants including the policies development and procedures on facilitate employment for elderly civil servants in public sector organizations [12]. In addition, the policy proposal for elderly government officials employment in public sector organizations of two main study points include of comparing the employment forms elderly civil servants in public sector organizations on flexible employment model, new employment model, and developing the policy proposal for elderly government officials employment in public sector organizations of the strategies, goals, measures, and operational guidelines in the research frameworks.



**Figure 1.** Research frameworks to policy proposal for elderly government officials employment in public sector organizations.

3. Material and Methods

A policy research by Majchrzak, Ann and Markus, M. Lynne [12] (to mixed method both qualitative and quantitative studies together with the technique of Ethnographic Delphi Futures Research (EDFR) which combines the Multi Attribute Consensus Reaching (MACR) in this study the policy proposal for elderly government officials employment in public sector organizations.

Participants to studies in public sector organizations, Thailand. On the sample of elderly civil servants aged of 56 - 60 years, and aged of 60 years to over among 397 people, they all were by multistage random sampling, and determining the proportional error of a sample by Yamane's [13] of 95%, and key informant of the experts to assessment in consistency, appropriateness, and feasibility they all were by purposive sampling and focus group. The instruments were to, 1) questionnaire to the employment forms elderly civil servants in public sector organizations to the aspects of flexible employment model and new employment model on semi- structure of five rating scales, and proposals additional suggestions that include closed-ended questions to check list with confidence value of 0.93, and 2) an interview questionnaire to policy proposals for elderly government officials employment in public sector organizations including the strategies, goals, measures, and operational guidelines to item of objective congruence.

Collections method have two phases in studies were to, phases 1; the employment forms elderly civil servants in public sector organizations from a synthesizing documentary about of the concepts, theories, and related study to hiring elderly civil servants to conceptual framework into consistent with objectives, contents and goals based on the principle of data consistency. To survey by questionnaire among 397 samples of elderly civil servants aged of 56 - 60 years, and aged of 60 years to over of responsibility for answering questions to express opinions, use the data to study the effect of the employment forms elderly civil servants in public sector organizations, and comparing the differences in opinions that the quantitative study. Phases 2; a developing the policy proposal for elderly government officials employment in public sector organizations by an interview questionnaire with the technique of Ethnographic Delphi Futures Research (EDFR) which combines the Multi Attribute Consensus Reaching (MACR) among 17 experts to assessment in consistency, appropriateness, and feasibility of the policy proposal for elderly government officials employment in public sector organizations on developing to accepted the issues in presenting that quantitative study towards analysis and synthesis of significance the policy proposal for elderly government officials employment in public sector organizations on implementing effective operations that qualitative study in the data.



Inquiries method on effect of the employment forms elderly civil servants in public sector organizations, and comparing the differences in opinions, and assessment of the policy proposal for elderly government officials employment in public sector organizations to accepted of quantitative data to analyze by descriptive statistical analysis including percentage, mean and standard deviation, Chi-square, and analyze Multi Attribute Consensus Reaching: MACR. On significance the policy proposal for elderly government officials employment in public sector organizations of qualitative data to analyze by using three main stages, i.e., data reduction, data organization, data interpretation to conclusion into data analysis.

#### 4. The Findings

The policy proposal for elderly government officials employment in public sector organizations of research findings were followed:

##### a) Comparing the employment forms elderly civil servants in public sector organizations.

A comparing the employment forms elderly civil servants of elderly civil servants aged of 56- 60 years, and aged of 60 years to over in public sector organizations on flexible employment model, and new employment model of appropriate and inappropriate were followed:

- 1 On flexible employment model in the group aged of 56- 60 years at the appropriate of 89.95%, inappropriate of 10.05%, and group aged of 60 years to over at the appropriate of 15.79%, inappropriate of 84.21%, respectively. However, when the opinions of two groups by comparing the differences in opinions to differences in opinions at statistically significance level of 0.01, to show as Table 1.

**Table 1.** Numbers, percentages, and compare on flexible employment models.

Flexible employment models.	Elderly civil servants in public sector organizations.					
	Group aged of 56 - 60 years.		Group aged of 60 years to over.		Totals.	
	Numbers.	Percentages.	Numbers.	Percentages.	Numbers.	Percentages.
<b>Appropriate.</b>	340	89.95	3	15.79	343	86.40
<b>Inappropriate.</b>	38	10.05	16	84.21	54	13.60
<b>Totals</b>	<b>378</b>	<b>100.00</b>	<b>19</b>	<b>100.00</b>	<b>397</b>	<b>100.00</b>

$\chi^2$  of 4.142, P of 0.008\*\*

\*\* statistically significance level of 0.01.

- 2 On new employment model in the group aged of 56 - 60 years at the appropriate of 75.93%, inappropriate of 24.07 %, and group aged of 60 years to over at the appropriate of 31.58 %, inappropriate of 68.42 %, respectively. However, when the opinions of two groups by comparing the differences in opinions to differences in opinions at statistically significance level of 0.05, to show as Table 2.

**Table 2.** Numbers, percentages, and compare on flexible employment models.

Flexible employment models.	Elderly civil servants in public sector organizations.					
	Group aged of 56 - 60 years.		Group aged of 60 years to over.		Totals.	
	Numbers.	Percentages.	Numbers.	Percentages.	Numbers.	Percentages.
<b>Appropriate.</b>	287	75.93	6	31.58	293	73.80
<b>Inappropriate.</b>	91	24.04	13	68.42	104	26.20
<b>Totals</b>	<b>378</b>	<b>100.00</b>	<b>19</b>	<b>100.00</b>	<b>397</b>	<b>100.00</b>

$\chi^2$  of 3.091, P of 0.035\*

\*\* statistically significance level of 0.05.

### b) Policy proposal for elderly government officials employment in public sector organizations.

A significance the policy proposal for elderly government officials employment in public sector organizations were followed:

1. The assessment to consistency, appropriateness, and feasibility by the EDFR which combines the MACR in 4 strategies based on strategies, goals, measures, and operational guidelines were followed:

- 1.1. Strategy 1: Based on strategies, goals, measures, and operational guidelines to accepted of all items to show as Table 3.

**Table 3.** Basic statistics by EDFR which combines MACR of policy proposal for elderly government officials employment in public sector organizations on strategy 1.

Policy proposal for elderly government officials employment in public sector organizations	Mean	Ranges	max	min	Kurtosis criterion		Summary
					Point 1	Point 2	
<b>Strategy 1</b>							
Development of resource management system for elderly civil servants in public sector organizations to be appropriate, and consistent with the social context of the elderly.	87.00	40	100	60	10	50	Accepted
<b>Goals</b>							
(1) Public sector organizations that supports an aging society for elderly civil servants with mobility, flexibility, efficiency, and value.	94.00	25	100	75	10	20	Accepted.
(2) Assessment to ability, and develop the competency of elderly civil servants in order to increase the administration quality of Public sector organizations.	91.00	30	100	75	10	20	Accepted
<b>Measures</b>							
(1) Infrastructure adjustments and regulations in obstacle to administration on expanding framework as employment of elderly civil servants.	82.50	40	100	60	20	80	Accepted.
(2) Policies development and procedures on facilitate employment for elderly civil servants in public sector organizations.	84.00	40	100	60	10	50	Accepted.
<b>Operational guidelines</b>							
(1) Infrastructure adjustments and regulations in obstacle to employment of elderly civil servants to increase flexibility, suitability of administration in public sector organizations.	87.00	30	100	70	5	50	Accepted.
(2) Database creation and development in staffing framework for elderly civil servants used to link data with related agencies.	94.00	25	100	75	10	20	Accepted.
(3) Adjusting the proportion of employment by retirement considerations to consistent with authority, duties, and responsibilities of laws has been established.	82.00	40	100	60	20	80	Accepted.
(4) Budgets allocation of public sector organizations to supports the increase in manpower according to retirement plan for civil servants.	87.50	30	100	70	5	50	Accepted.
(5) Developing work systems on flexible, and changeable of supporting the aging society.	94.00	25	100	75	10	20	Accepted.

1.2. Strategy 2: Based on strategies, goals, measures, and operational guidelines to accepted of all items to show as Table 4.

**Table 4.** Basic statistics by EDFR which combines MACR of policy proposal for elderly government officials employment in public sector organizations on strategy 2.

Policy proposal for elderly government officials employment in public sector organizations	Mean	Ranges	max	min	Kurtosis criterion		Summary
					Point 1	Point 2	
Strategy 2							
Strengthening and developing the potential of retired civil servants in public sector organizations to be senior citizens with potential.	84.80	40	100	60	15	50	Accepted
Goals.							
(1) Development of potential in the skills, and competencies of elderly civil servants corresponding the changes context of all dimensions.	80.00	40	100	60	15	80	Accepted.
(2) Enhancing the confidences and trust of elderly civil servants in learning and modifications to enable participation in activities to full potential and efficiency.	87.00	25	100	75	10	20	Accepted
Measures.							
(1) Analyze the needs of developing skills, competencies, knowledge to necessary for elderly civil servants in supporting the changes of all dimensions.	84.80	40	100	60	15	50	Accepted.
(2) Support and encourage being a good role model on workforces of elderly civil servants to high potential.	82.00	40	100	60	20	70	Accepted.
Operational guidelines.							
(1) Development of necessary skills in elderly civil servants to be able to use in performing tasks according to roles and duties, position levels be the personnel with highest competencies.	87.50	40	100	60	15	40	Accepted.
(2) Creating a potential development plan for elderly civil servants has created innovative results are beneficial to the government and civil society.	82.00	40	100	60	20	70	Accepted.
(3) Developing training courses to increase potential and skills needed to work within the government sector under the context of change.	91.50	40	100	60	20	30	Accepted.
(4) Supporting opportunities to participate in in-depth education, training that focuses on effective operations.	85.30	40	100	60	20	70	Accepted.
(5) Developing skills and increasing learning opportunities, as well as, using technology Digital to promote life skills and work for a better quality of life.	93.30	20	100	80	8	30	Accepted.

1.3. Strategy 3: Based on strategies, goals, measures, and operational guidelines to accepted of all items to show as Table 5.

**Table 5.** Basic statistics by EDFR which combines MACR of policy proposal for elderly government officials employment in public sector organizations on strategy 3.

Policy proposal for elderly government officials employment in public sector organizations	Mean	Ranges	Max	Min	Kurtosis criterion		Summary
					Point 1	Point 2	





(1) Development of infrastructure and environmental facilities in conducive a working for elderly civil servants to their full potential.	89.50	35	100	65	15	40	Accepted.
(2) Development and improvement of work locations, environments, and facilities of having the quality and standards on safety.	85.30	40	100	60	20	70	Accepted.
(3) Creating and developing of good healthy to effectively support an aging society.	93.30	20	100	80	8	30	Accepted.
(4) Developing the prototypes of physical environment, and working ecosystem based on sustainable.	86.00	40	100	60	15	40	Accepted.

2. Significance the policy proposal for elderly government officials employment in public sector organizations in 4 strategies based on strategies, goals, measures, operational guidelines were followed:

2.1. Strategy 1:- Development of resource management system for elderly civil servants in public sector organizations to be appropriate, and consistent with the social context of the elderly to goals, measures, operational guidelines such as;

2.1.1. Goals to public sector organizations that supports an aging society for elderly civil servants with mobility, flexibility, efficiency, and value including the assessment to ability, and develop the competency of elderly civil servants in order to increase the administration quality.

2.1.2. Measures to support and promotion in guaranteeing service income, and welfare for elderly civil servants, increasing productivity, and social protection for qualified elderly civil servants.

2.1.3. Operational guidelines in the infrastructure adjustments and regulations in obstacle to employment of elderly civil servants to increase flexibility, suitability of administration in public sector organizations, database creation and development in staffing framework for elderly civil servants used to link data with related agencies, adjusting the proportion of employment by retirement considerations to consistent with authority, duties, and responsibilities of laws has been established, and budgets allocation of public sector organizations to supports the increase in manpower according to retirement plan for civil servants as well as developing work systems on flexible, and changeable of supporting the aging society.

2.2. Strategy 2:- Strengthening and developing the potential of retired civil servants in public sector organizations to be senior citizens with potential to goals, measures, and operational guidelines such as;

2.2.1. Goals to development of potential in the skills, and competencies of elderly civil servants corresponding the changes context of all dimensions, and enhancing the confidences and trust of elderly civil servants in learning and modifications to enable participation in activities to full potential and efficiency.

2.2.2. Measures to analyze the needs of developing skills, competencies, knowledge to necessary for elderly civil servants in supporting the changes of all dimensions, include to support and encourage being a good role model on workforces of elderly civil servants to high potential.

2.2.3. Operational guidelines in development of necessary skills in elderly civil servants to be able to use in performing tasks according to roles and duties, position levels be the personnel with highest competencies, creating a potential development plan for elderly civil servants has created innovative results are beneficial to the government and civil society, developing a training courses to increase potential and skills needed to work within the government sector under the context of change, and supporting opportunities to participate in in-depth education, training that focuses on effective

operations include a developing skills and increasing learning opportunities, as well as, using technology Digital to promote life skills and work for a better quality of life.

- 2.3. Strategy 3:- Creating stability in service provision, and good welfare for elderly civil servants in public sector organizations to goals, measures, and operational guidelines such as;
  - 2.3.1. Goals on providing a comprehensive welfare system for elderly civil servants in all positions, providing a variety of welfare schemes and benefits for elderly civil servants.
  - 2.3.2. Measures to support and promotion in guaranteeing service income, and welfare for elderly civil servants, and increasing productivity, and social protection for qualified elderly civil servants.
  - 2.3.3. Operational guidelines of improving laws, regulations that facilitates welfare protection and benefits in supporting employment for elderly civil servants, adding provisions to the Labor Protection Act to promote employment for elderly civil servants that covers welfare protection, and full and complete benefits, continuous analysis of social welfare arrangements for elderly civil servants, development of the pension system, including of welfare state after retirement that is balanced with employment models for elderly civil servants, and creating a network of partners with financial institutions to provide assistance and protection in terms of welfare and benefits that effectively support the employment of elderly civil servants.
- 2.4. Strategy 4:- Raising the environment to conducive a working in public sector organizations to support elderly civil servants to have a good quality of life to goals, measures, and operational guidelines such as;
  - 2.4.1. Goals in creating a conducive environment for working, and strengthening the potential of elderly civil servants for good living and happiness.
  - 2.4.2. Measures of creating an environment and innovation to conducive of working at full efficiency.
  - 2.4.3. Operational guidelines as development of infrastructure and environmental facilities in conducive a working for elderly civil servants to their full potential, development and improvement of work locations, environments, and facilities of having the quality and standards on safety, and creating and developing of good healthy to effectively support an aging society as well as developing the prototypes of physical environment, and working ecosystem based on sustainable.

## 5. Discussion

A comparing the employment forms elderly civil servants in public sector organizations of flexible employment and new employment models to differences at statistical significance. Significance the policy proposal for elderly government officials employment of the strategies including the development of resource management system for elderly civil servants in public sector organizations to be appropriate, and consistent with the social context of the elderly to goals, measures, operational guidelines, strengthening and developing the potential of retired civil servants in public sector organizations to be senior citizens with potential, and Creating stability in service provision, and good welfare for elderly civil servants in public sector organizations as well as Raising the environment to conducive a working in public sector organizations to support elderly civil servants to have a good quality of life to goals, measures, and operational guidelines to effectiveness. Because, the public sector organizations that supports an aging society for elderly civil servants with mobility, flexibility, efficiency, and value including the assessment to ability, and develop the competency of elderly civil servants in order to increase the administration quality, and development of potential in the skills, and competencies of elderly civil servants corresponding the changes context of all dimensions.<sup>[4,15]</sup> In addition, a providing a comprehensive welfare system for elderly civil servants in

all positions and variety of welfare schemes and benefits for elderly civil servants. However, a creating a conducive environment for working, and strengthening the potential of elderly civil servants for good living and happiness and improving laws and regulations that facilitates welfare protection and benefits in supporting employment for elderly civil servants include adding provisions to the labor protection act to promote employment for elderly civil servants that covers welfare protection [2,16]. And complete benefits to important in public sector organizations. By extending the retirement age it is an important policy that will help in maintaining the retention of elderly civil servants in the organization, which designating elderly civil servants with experience, and expertise is an important factor in extending the retirement age that is beneficial to both the organization and government agencies that require high expertise and experience [17]. A promoting the employment of elderly government officials, it shall cover welfare protection and benefits to support the employment of elderly government officials [18]. A new employment to replace retired personnel under contract employment. This form helps maintain elderly government officials who have without sacrificing the expertise and experience of valuable personnel. Adding provisions to the labor protection act to promote employment for elderly civil servants that covers welfare protection, and full and complete benefits and development of the pension system, including of welfare state after retirement that is balanced with employment models for elderly civil servants [19]. Creating a network of partners with financial institutions to provide assistance and protection in terms of welfare and benefits that effectively support the employment of elderly civil servants as well as developing the prototypes of physical environment, and working ecosystem for civil servants elderly based on sustainable.

## 6. Conclusion

A promoting work for the elderly is an important way of empowering the participation of the elderly in society for economic development, which will lead to the well-being of the elderly. Policy proposal for elderly government officials employment in public sector organizations at "Key" of four strategies were to, 1) development of resource management system for elderly civil servants in public sector organizations to be appropriate, and consistent with the social context of the elderly in public sector organizations that supports an aging society for elderly civil servants with mobility, flexibility, efficiency, and value including the assessment to ability, and develop the competency of elderly civil servants in order to increase the administration quality, 2) strengthening and developing the potential of retired civil servants in public sector organizations to be senior citizens with potential to development of potential in the skills, and competencies of elderly civil servants corresponding the changes context of all dimensions, and enhancing the confidences and trust of elderly civil servants in learning and modifications to enable participation in activities to full potential and efficiency, 3) creating stability in service provision, and good welfare for elderly civil servants in public sector organizations on providing a comprehensive welfare system for elderly civil servants in all positions, providing a variety of welfare schemes and benefits for elderly civil servants, and 4) raising the environment to conducive a working in public sector organizations to support elderly civil servants to have a good quality of life to effectiveness.

## 7. Implementation

Developing a resource management system for elderly civil servants that is consistent with the context of an aging society is like examining and improving the employment system and resource management in public sector organizations to be suitable for their work, which will help ensure success in hiring to effective work and management. Establishing policies to analyze the impact of retirement, and the risks that may arise from the loss of elderly civil servants in government organizations, planning and preparing for retirement, as well as supporting lifelong learning. Preparing a staffing framework for elderly civil servants in all positions, and evaluating personnel needs for planning the recruitment of elderly civil servants in the organization, by dividing work

groups according to job descriptions and special needs to accommodate elderly civil servants able to work efficiently.

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