

Policy Perspectives on Elderly Government Officials' Employment of Effective Performance in Public Sector Organizations

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ABSTRACT

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. Meanwhile, promoting work for the elderly is an important way of empowering participation in society, which will lead to the well-being of the elderly. This paper sheds light on policy perspectives on elderly government officials' employment of the effective performance in public sector organizations to develop a resource management system, strengthening and developing the potential, creating stability in service provision, and good welfare, providing a variety of welfare schemes and benefits, and raising the environment to conducive a working a good quality of life. Thus, the policy impacts preparing a staffing framework for elderly civil servants in all positions to plan the recruitment in the organization by dividing work groups according to job descriptions and special needs to accommodate elderly civil servants who can work efficiently.

KEYWORDS: Policy perspectives, elderly government officials' employment, effective performance, public sector organizations

INTRODUCTION

The situation of entering an aging society is important in affecting development. It will require the cooperation and preparation of various organizations, especially the public sector organizations 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 (Khamngae, S., et al., 2014), and increasing labor productivity and supporting the work of the elderly to obtain employment guidelines, wage rates, benefits, welfare, and working conditions appropriate to the physical characteristics of elderly workers. 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 (Sawatphon, C., 2020). Reducing the burden of assisting the elderly will be beneficial to economic and social development as well as encouraging the elderly to rely on themselves. Principles related to 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 (Itthichinbanchorn, N., 2016). Also, 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.

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. The aging population has become a major trend to profoundly impacts 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, older persons, both males and females of the population aged over 60 years have been divided into elderly societies levels (United Nations., 2015), entering an 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, aged society is a society or country with a population aged 60 years or over more than 20% of the total

population or a population aged over 65 years old more than 14% of the total populations, indicating of the country to enter in an aged society completely, and super-aged society, 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. While the countries are 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 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 (Srisapholphusit, L., Srisapholphusit, T., 2018). The government workforce has the size and capabilities appropriate to the roles and missions of government agencies ready to support an aging society and the changing context of public administration. In addition, the development of resource management systems for elderly civil servants in public sector organizations to be appropriate, and consistent with the social context of the elderly. Thus, the framework focuses on comparing the employment forms of elderly civil servants and analyzes the policy on elderly government officials' employment in public sector organizations to support an aging society for elderly civil servants with mobility, flexibility, efficiency, and value to effectiveness.

CURRENT STUDY

Elderly government officials are people who have needs in various areas. The needs can be divided such as physical and mental needs which are basic human needs 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 to make the most of one's power and potential, 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, economic needs are the needs to have continuous work to have income and spend what is necessary for living (Francine, M., et al., 2012). The need to reduce reliance on others to lead a normal life, having the freedom to do things yourself, and new knowledge and experiences in society.

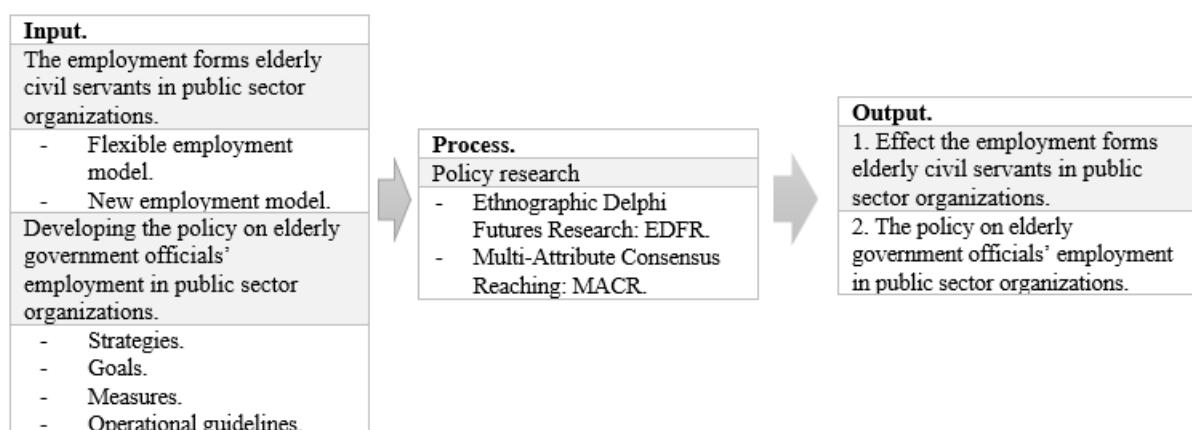
2.1 Public Sector Organizations: As the population ages, the percentage of working-age people has stabilized or decreased in some regions. Except for Latin America and the Caribbean, where the share of the working-age population is expected to decline between early since, 2040 A.D., and 2050 A.D., the 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, 2015 A.D., and 2050 AD., the share of the world's population over 60 years will almost double by 22% between, 2015, AD., and 2050 AD. Thailand's aging society is that more than 20% of the population of 60 years and over. In the next 9 years, it will enter the "super-aged". Society since, 2031 A.D., to population aged 60 years and over exceeds 28% of the population totals. When considering the report on Thailand's population situation shows an aging society since, 2005 A.D., also, the elderly population is increasing rapidly and continuously, causing the population of Thailand to age rapidly. The continued decline in premature mortality among the next generation is the main driver in other countries (United Nations, 2022). This suggests that 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 (International Labor Organization, 2010). Thailand's entry into an aging society may affect economic and social growth trends to be 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 during the next 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 (Office of the Civil Service Commission, 2019). 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 determines the direction of government revenue and expenditure. The size of government income and expenditures. The main reason is working age in the formal sector is the age that generates net income for the government most of them pay personal income tax and VAT (Value Added Tax) for the consumption of products, and services.

2.2 Concepts of Policy on Elderly Government Officials' Employment: Suppose the country focuses the policy on developing the elderly labor force affecting the country's production sector structure in the future and helping the economy. Public sector organizations can use manpower of all ages to their fullest potential to increase the efficiency of government administration and capacity in the country's competition on measures to adjust the workforce structure to the 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 (National Reform Steering Assembly, 2017). The government issues policies promoting employment and expanding work opportunities for the elderly to support the entry of a completely aging society in the future, creating income security for the elderly (Kalayanamit, K., 2016). Assessment of ability, and develop the competency of elderly civil servants to increase the administration quality of public sector organizations (Anekchamnonphon, P., and Anekchamnonphon, T., 2020). Infrastructure adjustments and regulations in obstacles to the administration in expanding the framework for the employment of elderly civil servants including the policies development and procedures to facilitate employment for elderly civil servants in public sector organizations. In addition, the policy on elderly government officials' employment in public sector organizations has two issues study including comparing the employment forms of elderly civil servants in public sector organizations on the flexible employment model, and new employment model, and developing the policy on elderly government officials' employment in public sector organizations of the strategies, goals, measures, and operational guidelines in this framework as shown in Figure 1.

Figure 1.

Research frameworks as policy perspective on elderly government officials' employment in public sector organizations.



Source: Sawatphon, C., 2020; Anekchamnonphon, P., and Anekchamnonphon, T., 2020; Srisapholphusit, L., Srisapholphusit, T., 2018; National Reform Steering Assembly, 2017; Itthichinbanchorn, N., 2016; Kalayanamit, K., 2016.

MATERIAL AND METHODS

Our study analyzed how the policy on elderly government officials' employment in public sector organizations

of policy research with the technique of Ethnographic Delphi Futures Research (EDFR) combines the Multi-Attribute Consensus Reaching (MACR). We surveyed elderly civil servants aged 56 - 60 years, and 60 years over to analyze the effect on the employment forms of elderly civil servants in public sector organizations using a convenient sampling technique. The elderly government officials' employment voluntarily participated in the survey. An interview with the experts on developing the policy on elderly government officials' employment in public sector organizations, Thailand.

- 3.1 Participant, and Sample: During the area of study at public sector organizations in Thailand participants of elderly civil servants aged 56 - 60 years, and aged 60 years over, a total of 378 samples to be involved in the selection technique of multistage random sampling, and determining the proportional error in a sample by Yamane's of 95%. The study in key informants of 19 experts to be involved in the selection technique in purposive sampling to assess consistency, appropriateness, and feasibility.
- 3.2 Measurement Instruments: For this study, we collected various measuring instruments from different sources and references and adapted them to fit the needs of the study. A set of questionnaires, 1) a semi-structured questionnaire addressed the leading the employment of elderly civil servants in public sector organizations to the aspects of the flexible employment model and new employment model of five rating scales, and proposals for additional suggestions that include closed-ended questions to checklist with a confidence value of 0.93, and 2) a semi-structured interview questionnaire addressed the leading to policy on elderly government officials' employment in public sector organizations including the strategies, goals, measures, and operational guidelines to data.
- 3.3 Collection and Inquiries Methods: The collection method has two phases in studies. **Phases 1;** the employment forms elderly civil servants in public sector organizations from a synthesizing documentary about the concepts, theories, and related study to hiring elderly civil servants to a conceptual framework consistent with objectives, contents, and goals based on the principle of data consistency. To survey by questionnaire among 378 samples of elderly civil servants aged 56 - 60 years, and aged 60 years over 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. **Phase 2;** a developing the policy on elderly government officials' employment in public sector organizations by an interview questionnaire with the technique of Ethnographic Delphi Futures Research which combines the Multi-Attribute Consensus Reaching among 19 experts to assess consistency, appropriateness, and feasibility of the policy on elderly government officials' employment in public sector organizations on developing. Inquiries method on the effect of the employment forms elderly civil servants in public sector organizations, and comparing the differences in opinions, and assessment of data analysis to analyze by descriptive statistical analysis including percentage, mean and standard deviation, Chi-square, and Multi-Attribute Consensus Reaching: MACR and significance of the policy on elderly government officials' employment of the effective performance in public sector organizations in data analysis uses three main stages, i.e., data reduction, data organization, data interpretation to conclusion.

MAJOURS FINDINGS

The policy perspective on elderly government officials' employment of the effective performance in public sector organizations on the results as follows:

4.1 Effect of the Employment Forms of Elderly Civil Servants in Public Sector Organizations.

a) The comparison of flexible employment forms of elderly civil servants in public sector organizations in the group aged 56 - 60 years at the appropriate 89.95%, inappropriate at 10.05%, and the group aged 60 years to over at the appropriate 15.79%, inappropriate at 84.21%, respectively. However, when the opinions of the two groups by compared the differences in opinions to differences in opinions at a statistically significance level of 0.01 as shown in Table 1.

Table 1.
Numbers, percentages, and comparison of the employment forms of elderly civil servants.

Flexible	Elderly civil servants in public sector organizations.
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Employment Models.	The group aged 56 - 60 years.		The group aged 60 years and over.		Totals.	
	Numbers	Percentage s.	Numbers	Percentage s.	Numbers	Percentage s.
Appropriate.	340	89.95	3	15.79	343	86.40
Inappropriate.	38	10.05	16	84.21	54	13.60
Totals	378	100.00	19	100.00	397	100.00

χ^2 of 4.142, P of 0.008**

** statistically significance level of 0.01.

b) The assessment of consistency, appropriateness, and feasibility by the EDFR combines the MACR with strategy 1, the development of a resource management system, strategy 2, strengthening and developing the potential, strategy 3, creating stability, strategy 4, raising the environment to be conducive to working based on strategies, goals, measures, and operational guidelines in all strategies to accepted as shown in Table 2, 3, 4, and 5, respectively.

Table 2.
Assessment by EDFR which combines MACR with strategy 1.

Assessment by EDFR which combines MACR	Mea n	Rang es	max	min	Kurtosis criterion		Summary
					Point 1	Point 2	
Strategy 1. The development of a resource management system.							
Development of a 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
Goals.							
(1) Public sector organizations that support an aging society for elderly civil servants with mobility, flexibility, efficiency, and value.	94.00	25	100	75	10	20	Accepted.
(2) Assessment of ability, and develop the competency of elderly civil servants to increase the administration quality of Public sector organizations.	91.00	30	100	75	10	20	Accepted
Measures.							
(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		40	100	60	10	50	Accepted.

procedures to facilitate employment for elderly civil servants in public sector organizations.	84.00						
Operational guidelines.							
(1) Infrastructure adjustments and regulations in obstacle to employment of elderly civil servants to increase flexibility and 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 be consistent with authority, duties, and responsibilities of laws has been established.	82.00	40	100	60	20	80	Accepted.
(4) Budget allocation of public sector organizations to support the increase in manpower according to retirement plans for civil servants.	87.50	30	100	70	5	50	Accepted.
(5) Developing work systems on flexible, and flexible of supporting the aging society.	94.00	25	100	75	10	20	Accepted.

Table 3.
Assessment by EDFR which combines MACR with strategy 2.

Assessment by EDFR which combines MACR	Mea n	Rang es	max	min	Kurtosis criterion		Summary
					Point 1	Point 2	
Strategy 2. Strengthening and developing the potential.							
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 to the changes	80.00	40	100	60	15	80	Accepted.

context of all dimensions. (2) Enhancing the confidence 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 need to develop skills, competencies, and knowledge 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 in 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 that are beneficial to the government and civil society.	82.00	40	100	60	20	70	Accepted.
(3) Develop training courses to increase the 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, and training that focuses on effective operations.	85.30	20	100	80	8	30	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						

Table 4.
Assessment by EDFR which combines MACR with strategy 3.

Assessment by EDFR which combines MACR	Mean	Ranges	Max	Min	Kurtosis criterion		Summary
					Point 1	Point 2	
Strategy 3. Creating stability.							
Creating stability in service provision, and good welfare for elderly civil servants in public sector organizations.	86.50	35	100	65	15	40	Accepted
Goals.							
(1) Providing a comprehensive welfare system for elderly civil servants in all positions.	84.50	40	100	60	15	50	Accepted.
(2) Providing a variety of welfare schemes and benefits for elderly civil servants.	85.30	40	100	60	20	70	Accepted
Measures.							
(1) Support and promotion in guaranteeing service income, and welfare for elderly civil servants.	86.00	40	100	60	15	50	Accepted.
(2) Increasing productivity, and social protection for qualified elderly civil servants.	80.00	40	100	60	15	80	Accepted.
Operational guidelines.							
(1) Improving laws and regulations that facilitate welfare protection and benefits in supporting employment for elderly civil servants.	81.80	40	100	60	18	50	Accepted.
(2) Adding provisions to the Labor Protection Act to promote employment for elderly civil servants that cover welfare protection and complete benefits.	81.30	40	100	60	13	80	Accepted.
(3) Continuous analysis of social welfare arrangements for elderly civil servants.	82.00	40	100	60	20	80	Accepted.
(4) Development of the pension system, including welfare state after retirement that is balanced with employment models for elderly civil servants.	87.30	40	100	60	10	40	Accepted.
(5) Creating a network of partners with financial institutions to provide	84.00						

assistance and protection in terms of welfare and benefits that effectively support the employment of elderly civil servants.							
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Table 5.

Assessment by EDFR which combines MACR with strategy 4.

Assessment by EDFR which combines MACR	Mean	Ranges	max	min	Kurtosis criterion		Summary
					Point 1	Point 2	
Strategy 4. Raising the environment to be conducive to working.							
Raising the environment to be conducive a working in public sector organizations to support elderly civil servants to have a good quality of life.	87.50	40	100	60	10	40	Accepted
Goals.							
Creating a conducive environment for working, and strengthening the potential of elderly civil servants for good living and happiness.	82.00	40	100	60	20	70	Accepted.
Measures.							
Creating an environment and innovation to conducive of working at full efficiency.	91.50	40	100	60	20	30	Accepted.
Operational guidelines.							
(1) Development of infrastructure and environmental facilities 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 to have the quality and standards on safety.	85.30	40	100	60	20	70	Accepted.
(3) Creating and developing good health to effectively support an aging society.	93.30	20	100	80	8	30	Accepted.
(4) Developing the prototypes of the physical environment, and working ecosystem based on sustainability.	86.00	40	100	60	15	40	Accepted.

4.2 Significance of the Policy on Elderly Government Officials' Employment of Effective Performance in Public Sector Organizations.

The policy on elderly government officials' employment of effective performance of effective performance in public sector organizations with 4 strategies based on strategies, goals, measures, and operational guidelines.

i. Strategy 1. Development of a 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, and operational guidelines.

- Goals to public sector organizations that support an aging society for elderly civil servants with mobility, flexibility, efficiency, and value including the assessment of ability, and develop the competency of elderly civil servants to increase the administration quality.
- Measures to support and promote in guaranteeing service income, and welfare for elderly civil servants, increasing productivity, and social protection for qualified elderly civil servants.
- Operational guidelines on infrastructure adjustments and regulations an obstacle to the 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 a retirement plan for civil servants as well as developing work systems on flexible, and changeable of supporting the aging society.

ii. Strategy 2. Strengthening and developing the potential of retired civil servants in public sector organizations to be senior citizens with the potential to goals, measures, and operational guidelines.

- The goals are to develop potential in the skills, and competencies of elderly civil servants corresponding to changes in the context of all dimensions, and enhance the confidence and trust of elderly civil servants in learning and modifications to enable participation in activities to full potential and efficiency.
- Measures to analyze the needs of developing skills, competencies, and knowledge necessary for elderly civil servants in supporting the changes of all dimensions, include supporting and encouraging being a good role model in workforces of elderly civil servants to high potential.
- Operational guidelines in the 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 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 developing skills and increasing learning opportunities, as well as, using technology Digital to promote life skills and work for a better quality of life.

iii. Strategy 3. Creating stability in service provision, and good welfare for elderly civil servants in public sector organizations to goals, measures, and operational guidelines.

- 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.
- Measures to support and promote in guaranteeing service income, and welfare for elderly civil servants, and increasing productivity, and social protection for qualified elderly civil servants.
- Operational guidelines of improving laws, and regulations that facilitate 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 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.

iv. Strategy 4. Raising the environment to be 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.

- Goals in creating a conducive environment for working, and strengthening the potential of elderly civil

servants for good living and happiness.

- Measures of creating an environment and innovation to conducive of working at full efficiency.
- Operational guidelines as the development of infrastructure and environmental facilities in conducive 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 creation and development of good healthy to effectively support an aging society as well as developing the prototypes of the physical environment, and working ecosystem based on sustainable.

DISCUSSION

A comparison of the employment forms of elderly civil servants in public sector organizations of flexible employment and new employment models to differences at statistical significance. The policy on elderly government officials' employment of effective performance in public sector organizations of the strategies including the development of a 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. , the public sector organizations that support an aging society for elderly civil servants with mobility, flexibility, efficiency, and value including the assessment of ability, and develop the competency of elderly civil servants 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 (Kittisakkul, K., and Ampai, K., 2019; Sawatphon, C., 2020). A provides a comprehensive welfare system for elderly civil servants in all positions and a variety of welfare schemes and benefits for elderly civil servants. However, creating a conducive environment for working, strengthening the potential of elderly civil servants for good living and happiness, and improving laws and regulations that facilitate 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 (Pornrat Chamanhan, 2018; Anekchamnonphon, P., and Anekchamnonphon, T., 2020), and complete benefits to important public sector organizations. Extending the retirement age 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. Government agencies require high expertise and experience (Moody, Harry R., and Sasser, Jennifer R., 2012). Promoting the employment of elderly government officials shall cover welfare protection and benefits to support the employment of elderly government officials (İbrahim H. Kayral, 2014; Kittisakkul, K., and Ampai, K., 2019). 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 complete benefits and development of the pension system, including of welfare state after retirement to balance with employment models for elderly civil servants (Jadphon, S., 2013; Sawatphon, C., 2020). 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 in developing prototypes of a physical environment, and working ecosystem based on sustainability.

CONCLUSION

Significance of the policy on elderly government officials' employment of effective performance in public sector organizations of four strategies such as 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, 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.

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 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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