

## **Factors Affecting Work Behaviors after the Retirement of the Government Officials at Srinakharinwirot University**

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### **Introduction**

In Thailand, the term "elderly" is officially defined as a person who is over 60 years old; and according to the regulation, government officials must retire at this age. The elderly are a valuable resource of people who have a lot of life and work. A number of research confirmed that the elderly still had potentiality, readiness at working or participating in social activities (Jane Obrom, 1993). It has also been generally accepted that the elderly used to play a crucial role as leaders in various kinds of work. For example, they served as leaders of religious, cultural, traditional organization, political and public sectors. Their experiences have been appreciated and hence, they have been expected to pass on their expertise and knowledge to younger generations within their families and communities. However, in the past 35 years, very few research especially those within the field of behavioral science have been conducted on these retired government officials.

Srinakharinwirot University (SWU) is a higher education institution with a long history over 50 years. Thus, there were over 200 government officials who had retired from SWU. There was no data concerning their work-related preferences after retirement or factors that affected their work behaviors in later life. In this study, the researchers attempted to answer those questions and to collect data for future policy planning regarding the elderly after retirement.

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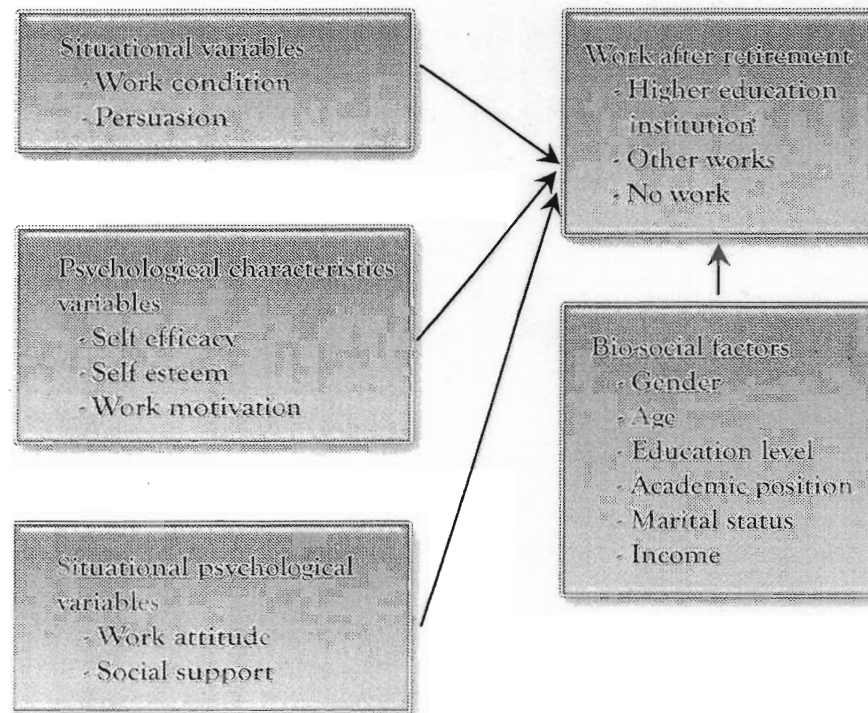
### Research Objectives

1. To find out variables which could discriminate work behaviors after the retirement of government officials at SWU.
2. To compare situational factors (work condition, persuasion), psychological characteristics (self efficacy, self esteem, work motivation, and mental health), and situational psychological factors (work attitude, and social support) of the retired ones who were different in bio-social characteristics and backgrounds (gender, age, education level, academic position, marital status, and income).

### Conceptual Framework

The researchers applied an idea from the interactionism model to conduct this present research as shown in figure 1. The reason of selecting this model was that the interactionism model was an interesting theoretical framework. This model could be employed to study ant causes of human behaviors by considering both the external cause – situational variables and the internal cause – psychological characteristics variables, and situational psychological variables. With this theoretical framework, this present research was rather different from other research designs. A number of various subvariables of these three main variables had been studied in many other research of aging except some subvariables. We hardly found in reviewed literature and past research such subvariables as persuasion and work feature (i.e. higher education institution).

Figure 1: Conceptual framework



## Method

### *Participants*

The participants were 281 retired government officials at SWU during the 2003 budgetary year. In addition, 20 of them were selected by purposive sampling for interviewing in person and by telephone.

### *Instruments*

Research instruments comprised of 2 types: questionnaire and in-depth interview. The questionnaire was employed to measure 5 kinds of variables: 1) bio-social variables – gender, age, education level, academic position, marital status and income. 2) situational variables – work condition, and persuasion. 3)

psychological characteristic variables – self efficacy, self esteem, work motivation and mental health. 4) situational psychological factors variables – work attitude and social support, and 5) work behaviors after retirement – higher education institution, other works, and no work. The in-depth interview was used to study reasoning and attitudes toward working after the retirement.

#### *Procedure*

The data were collected from each participant during March – May 2003, via postal mailing; 211 of questionnaires or 75.09% were received and in-depth interview were done with 20 samples during December, 2003.

#### *Data analyses*

The program SPSS/PC was used to analyze the quantitative data:

- 1) The descriptive statistics (percentage, mean and standard deviation), t-test and analysis of variance for comparing situational variables, psychological characteristic variables and situational psychological variables of the retired government officials who had different bio-social factors and backgrounds.
- 2) Discriminant analysis for discriminating work behaviors after the retirement of SWU government officials.
- 3) Content analysis was applied for data obtained from the in-depth interviews with 20 retired SWU government officials on their reasons and attitudes toward work behaviors after their retirement.

#### **Results**

Data analysis displayed the followings:

1. Sample characteristics
  2. Discriminant analysis
  3. Analysis results of three major variables and a part of related bio-social factors
  4. Content analysis
1. Sample characteristics: Most of the subjects were females (116/55.2%), between the ages of 60-70 (114/67.1%).

The highest education level was Masters degree (123/58.6%). Most of them were associate professors (92/43.8%), persons were in marital status (136/65.7%), and persons had incomes ranging from 20,001-30,000 baht (86/41.0%).

2. Discriminant analysis was shown in Tables 1- 4.

**Table 1:** The mean ( $\bar{x}$ ) and standard deviation (SD) of variables for discriminant analysis

$\bar{x}$ of each group (SD)				
Variables	1 (n=74)	2 (n=57)	3 (n=72)	Range
Work condition	4.05 (2.59)	3.73 (2.50)	1.59 (2.34)	1-8
Persuasion	.70 (.67)	.61 (.75)	.15 (.43)	1-2
Self efficacy	4.04 (.77)	4.06 (.69)	3.61 (.79)	1-5
Self esteem	4.09 (.54)	4.08 (.46)	3.93 (.43)	1-5
Work motivation	3.89 (.05)	3.81 (.47)	3.70 (.46)	1-5
Mental health	4.27 (.66)	4.25 (.68)	4.09 (.59)	1-5
Work attitude	4.55 (.48)	4.67 (.42)	4.49 (.42)	1-5
Social support	4.28 (.46)	4.23 (.53)	4.07 (.56)	1-5

From Table 1, the participant size from three groups used in discriminant analysis – the first group (Higher education), the second group (Other works), and the third groups (No work) were 74, 57 and 72 respectively. There were 203 persons in total. The means of all the variables had a tendency to decrease from group 1 to group 3.

**Table 2:** The statistical significance of discriminant analysis

Function	Eigenvalue ( )	Canonical Correlation (Rc)	Willy's Lambda ( )	Chi-square ( <sup>2</sup> )	df	p-value
1 through 2	.36	.51	.71	66.79	16	.00
2	.02	.16	.97	5.51	5.51	.59

The analysis results in Table 2 show that only one discriminant function was statistical significant ( $p = .00$ ).

**Table 3:** The correlation between discriminating variables and standardized canonical discriminant function (Corr) and standardized canonical discriminant function coefficients (Coeff).

Variables	Corr	Coeff
Work condition	.749	.644
Persuasion	.658	.465
Self efficacy	.452	.386
Self esteem	.256	-.110
Work motivation	.263	.113
Mental health	.207	-.002
Work attitude	.159	-.002
Social support	.302	.227

In Table 3, it was found that the discriminant function correlated to only 3 major variables. The correlation showed respectively from the highest value: work condition, persuasion and self efficacy = .749, .658, and .452. When these 3 major variable groups were considered with the discriminant function coefficient (Coeff), the values were as high as .644, .465 and .386 respectively.

**Table 4:** The mean of group centroids

Group	Group-Centroids
Group 1 – Working at Hi Ed Institute	.540 .310
Group 2 – Doing other works	-.801
Group 3 – Not working	

In Table 4, the data show that the discriminant function could discriminate the samples who continued to work at higher

education institution and other works (both mean scores were +) from the group of not working (mean score was -). This means that the first two groups had work condition, persuasion and self efficacy which were higher than those of the third group.

3. Results of the analysis of situational factors, psychological factors and situational psychological factors of the retired government officials who had different bio-social factors and backgrounds were concluded in Table 5. Tables 6-10 showed only the variables which were significantly different (.00 - .05 level).

**Table 5:** T-test and F-test of the significant situational variables of the retired government officials who were different in bio-social factors.

Bio-social factors	1	2	3	4	5	6	7	8
Gender	-	-	2.42*	-	-	-	-	-
Age	-	-	6.06*	-	-	-	-	-
Education level	-	-	13.05*	4.05*	-	6.57*	3.56*	-
Academic position	-	3.77*	-	-	-	-	-	-
Marital status	-	-	-	-	-	-	-	-
Income	-	-	3.74*	-	-	-	-	-

Note:

\*p = .05

\*\*p = .01

1 = Work condition

5 = Work motivation

2 = Persuasion

6 = Mental health

3 = Self efficacy

7 = Work attitude

4 = Self esteem

8 = Social support

According to Table 5, it was found that the retired government officials who were different in gender, age, education level and income possessed different self efficacy. Besides, ones with different education levels would be different in self esteem, mental health and work attitude. Finally, ones who had different academic position would get different persuasion.

**Table 6:** The mean, standard deviation and t-value for the scores on self efficacy of the retired government officials who were different in gender.

Gender	Self-efficacy
Male	4.05 (.69)
Female	3.79 (.82)
t	2.42
p-value	.01
Pair comparison	Male > Female

Table 6 shows that the male retired government officials were significantly different in their self efficacy at .01 level.

**Table 7:** The mean, standard deviation and analysis of variance for the scores on self esteem, mental health and work attitude of the retired government officials with different education level.

Education level	Self efficacy	Self esteem	Mental health	Work attitude
Bachelor degree (Bd)	3.55 (.75)	3.91 (.44)	4.02 (.71)	4.44
Master degree (Md)	3.93 (.76)	4.04 (.47)	4.17 (.63)	(.54)
Doctoral degree (Dd)	4.38 (.56)	4.22 (.58)	4.53 (.52)	4.58
F	13.05	4.05	6.57	(.11)
p-value	.00	.01	.00	4.70
Pair comparison	Dd>Md>Bd	Dd>Bd	Dd>Bd	(.37)
			Dd>Md	3.56
				.03
				Dd>Bd

Table 7 shows that the participants with Doctoral degrees, had significantly higher self efficacy, self esteem, mental health and work attitude than those with a Bachelor's degree at .00 - .03 level.



**Table 8:** The mean, standard deviation and analysis of variance of self efficacy of the retired government officials with three different age groups.

Age	Self efficacy
60-65 yrs	4.12 (.67)
66-70 yrs	3.91 (.74)
> 70 yrs	3.68 (.88)
F	5.036
p-value	.007
Pair comparison	60-65 yrs > 70 yrs

Data in Table 8 indicates that the age group of 60-65 had significantly higher self efficacy than the group of > 70 at .007 level.

**Table 9:** The mean, standard deviation and ANOVA (analysis of variance of the means) of persuasion among the retired government official with different academic positions.

Academic position	Persuasion
Instructor	.34 (.60)
Assist. Professor	.45 (.65)
Assoc. Professor/Professor	.68 (.74)
F	3.77
p-value	.04
Pair comparison	Assoc. Prf/Prf > Instructor

Data in Table 9 shows that the group of Associate Professor/Professor would get the persuasion significantly higher than the group of Instructor at .04 level.

**Table 10:** The mean, standard deviation for self efficacy of the retired government officials with three groups of different incomes.

Income	Self efficacy
< 20,000 Baht	3.74 (.84)
20,000 – 30,000 Baht	3.89 (.81)
> 30,000 Baht	4.14 (.57)
F	3.74
p-value	.02
Pair comparison	Gr. Of >30,000B > gr. Of <20,000B

Data in Table 10 indicates that the participants who got an income more than 30,000 baht had significantly higher self efficacy than those who got an income lower than 20,000 baht at .02 level.

4. Content analysis showed the sample characteristics and their opinions as follows:

- 1) Most samples were associate professors whose age range was between 60-65 years; they served as personnels in both government and private sectors – universities and other organizations.
- 2) Samples revealed that they worked with various reasons such as being invited to work; willing to continue the same job, feeling happy at work; able to apply knowledge and expertise in developing education and society; able to work independently, etc. Some of them said that their work abilities were as good as before; their work attitudes were positive. For example, they aimed at outputs of work more than salary and they were satisfied with their jobs. Finally, several of them joined the aging club which provided various activities they could select from according to their interests.

## Discussion

From the present research results, it was found that three discriminate variables – work condition, persuasion and self efficacy could discriminate work behaviors after the retirement of SWU government officials. This meant that these three variables could discriminate those working at higher education institution and those at other works from those not working. This research finding was relevant to that of Jinng (1999: 48) who reviewed and synthesized the research studies relating to work outcomes in Thailand. He found that work condition (work approach, transportation, ability of the work units, work atmosphere, respect and physical environment) and self efficacy affected work behaviors (effect size between .02-.05).

Furthermore, this research investigated and compared the different bio-social factors of SWU retired government officials whether there would be different antecedent variables. Then, it was found that SWU retired government officials who differed in bio-social factors – gender, age, education level, and income would have different self efficacy. Therefore, this showed that ones who were in the group of working after the retirement usually were male between 60-65 years of age; their education level was either a master's degree or doctoral degree, and they got high incomes. Consequently, they would have self efficacy higher than the other groups. Additionally, ones who had different academic positions would get the persuasion higher than the other groups. Probably, this might be because the society perceived and accepted the academic ability of SWU retired government officials as still beneficial to the society. Finally, the results of the interviews also confirmed the research findings.

## Conclusion

In summary, there was only one discriminant function that could discriminate SWU retired government officials who were still working at higher education institution and other works from those who did not work. The three major discriminant variables were work condition, persuasion and self efficacy. Besides, the

participants who got a doctoral degree possessed self efficacy, self esteem, mental health and work attitude significantly higher than those who got a bachelor's degree at .00-.03 level. Finally, SWU retired government officials with different bio-social factors: gender, age, education level and income, would have different self efficacy as well.

### Recommendations

The present research findings reflected the importance of self efficacy. This variable is an essential psychological characteristic, which has a power of discrimination to separate the groups working at a higher education institution and other groups with no work. Thus, SWU administrators should be aware of this significance and foster self efficacy in SWU government officials by means of various approaches such as enhancing and developing them to have much better knowledge and ability; allocating budget and facilities that will enhance working atmosphere to achieve the expected goals; and giving them good opportunities to work corresponding to their abilities. As a result, if the government officials get their enactive attainment, then this will be the most influential factor of self efficacy (Bandura, 1986: 399-401). This is a way, therefore, that the retired government officials could decided whether to continue working or retire.

Moreover, the education level is related to other psychological characteristic variables: self efficacy, self esteem, mental health, and work attitude. This finding leads to suggest that SWU administrators should set up a policy to enhance personnel development and to modify personnel-recruitment at all levels in the university.

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