

Title of Doctoral Dissertation 2024 (Abstract)

**A Study on the Reemployment of Senior Workers in China**  
Focusing on the Factors Influencing Motivation for Reemployment

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## **Abstract**

The aging society refers to a social phenomenon in which the proportion of the population aged 65 and over increases as the younger population declines. For a long time, population aging was considered a problem unique to developed countries, and it was widely believed that developing countries would not face such an issue. However, today, many countries have come to recognize population aging as a significant social challenge. The conventional wisdom that young workers form the core of the labor force while the elderly are primarily beneficiaries of social security is being overturned. Against this backdrop, the employment and labor issues of senior citizens have become more critical than ever before.

The labor shortages resulting from population aging have impacted corporate management and social security systems. As one of the measures to address the aging society, research on the employment and labor of senior workers in China has gained increasing importance. The advantage of employing senior workers lies in their diverse knowledge and experience accumulated over their careers, which can be immediately utilized in the workforce. However, compared to Japan, the utilization of senior workers in China is still in its early stages. Although the employment rate of seniors in China has increased, the reemployment of seniors is characterized by stringent conditions, poor treatment, and inadequate social security, leading to unfavorable employment situations. Furthermore, many corporate managers do not view the employment of senior workers as a proactive approach to addressing the aging society and do not recognize the importance of developing senior human resources.

In recent years, as the structure of the labor market has changed, securing human resources, enhancing performance, reducing turnover intentions, and improving employee motivation have become focal points. Theories related to motivation are applied in fields such as education, work, and life, contributing to improved corporate performance. While Japan has accumulated a wealth of research on aging, studies on the motivation of the elderly remain scarce. On the other hand, although many studies in China refer to Japanese research, there seems to be insufficient research on the employment and labor of senior workers in China. The issues of aging society and senior employment are among the most important policy challenges in China, and more refined research is needed. Moreover, while the percentage of seniors aged 60–69 who choose to work is high, the proportion of non-working seniors who have the desire to work remains unclear. The employment motivation of seniors is an essential element in the study of senior employment, and existing research is deemed inadequate in considering the appropriate reemployment strategies for senior workers in China.

To address these issues, it is necessary for businesses, governments, and society to consider measures that promote the reemployment of senior workers, such as flexible employment

conditions, securing employment routes, eliminating age discrimination, and enhancing work motivation. On the other hand, exploring methods to improve the reemployment motivation of senior workers and understanding how to support their reemployment are central concerns of this study.

Research on the reemployment motivation of senior workers in China is expected to contribute to the revitalization of the overall economy and the construction of competitive advantages for businesses. By effectively utilizing senior workers, companies and organizations may address labor shortages more quickly than by simply raising the retirement age. Additionally, promoting the reemployment of senior workers has social significance, as it can reduce age-related stereotypes, biases, and discrimination, and promote workforce diversity. Therefore, research on the reemployment of senior workers and their motivation is considered extremely important both academically and practically.

The purpose of this study is to clarify the motivation for reemployment of senior workers in China, and to examine the challenges and appropriate strategies for reemployment by comparing them with those in advanced countries facing the problem of aging societies.

This study analyzes and examines the challenges and appropriate strategies for the reemployment of senior workers in China. To this end, a model and hypotheses regarding the relationship between reemployment motivation and the willingness of senior workers to reenter the workforce will be constructed. The research methods include quantitative research through surveys of senior workers and qualitative research through interviews with corporate managers, leading to empirical and case analysis. Furthermore, the study will conduct a more comprehensive verification of the hypotheses by considering the reemployment of senior workers in both China and Japan.

The primary purpose of the survey is to clarify the motivation behind the reemployment intentions of senior workers in China, and to examine the challenges and appropriate strategies for reemployment from the perspective of senior workers. The survey was conducted by distributing questionnaires to retired, currently non-working seniors aged 50 to 70 living in Beijing through regional service centers in the city.

The primary purpose of the interview survey is to examine the challenges and appropriate strategies for the reemployment of senior workers in China from the perspective of businesses. The interview survey targeted two companies (Company K and Company C) located in Hebei Province, interviewing the HR (vice) directors and presidents about the utilization of currently reemployed senior workers and HR policies for improving their motivation.