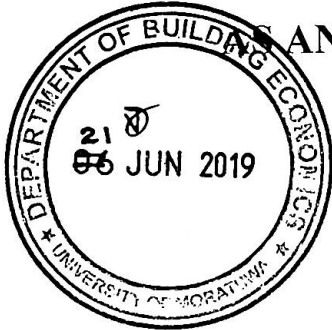


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PERCEPTION TOWARDS ENGAGING AGED EMPLOYEES IN PUBLIC SECTOR ORGANIZATIONS AS AN ALTERNATIVE WORKFORCE



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ABSTRACT

Extending the working life is an objective of almost every policymaker's agenda to confront the skilled labour shortage in a country. Majority of states have benefitted by altering the mandatory retirement age of employees, considering the increase in life expectancy and privileged health condition of the aged population than in the past. Therefore, it is worth to implement this strategy in Sri Lanka as a solution for the shortage of skilled labour market in many sectors. However, to initiate this strategy in Sri Lanka, there is a requirement of engagement in many organizational parties. As a result, the ability to engage aged employees to the public sector was investigated in this study.

The current employment status of aged employees in the public sector was identified from the preliminary investigation of this study. Data were collected through interviews from 81 public sector organizations and analyzed using descriptive statistics. Positive, negative, and strategic insights to public sector due to engaging aged employees were investigated according to Managers' perception during phase 1 of the detailed investigation of this study. Perceptions of aged employees on retiring or retain on work were also identified in phase 2 of the detailed investigation. Quantitative and qualitative data collected from interviews and questionnaires of the in-depth study were analyzed using both descriptive statistics and thematic analysis, respectively. The scope of the study was limited to public sector organizations, and Hambanthota district was selected as a case.

Results of this study revealed that managerial-level employees in the public sector have less awareness regarding the issue of population aging. Besides, they stress the need for appropriate job designs and training programs to enhance the employability of aged employees. However, the overall results of this study disclosed that engaging aged employees is beneficial for public sector organizations, and aged employees can be considered as an acceptable alternative for skill shortage in the labour market.

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DEDICATION

This study is wholeheartedly dedicated to my beloved parents, who have been my source of inspiration and gave me strength when I thought of giving up, who continually provide their moral, spiritual, emotional, support.

&

All retired employees in public sector, who work hard with ample dedication and willing to work more.....

DECLARATION

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application published or written by another person or material which is to a substantial extent has been accepted for the award of any other degree or diploma of a University or other institution of higher education, except where due acknowledgment and reference is made in the text.

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