

Analysis of retired re-employed workers' willingness to continue working in Company A and the factors affecting it

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Abstract: With the continuous promotion of the development of elderly human resources and the high-quality development of the aging cause, the retired re-employed personnel have become an indispensable part of the labour market. Company A is a national large-scale fast-food restaurant chain, and the retired re-employed personnel in the workplace account for 16% of the company's total number of people, which is a relatively strong representation. This paper takes the retired re-employed personnel of Company A as the research object. It investigates the continuous working willingness of these personnel. By comprehensively applying questionnaire surveys and quantitative analysis methods, the study grasps the situation of their continuous working willingness. Based on the analysis of the main factors affecting the continuous working willingness of the retired re-employed personnel, empirical research is conducted. Finally, the paper puts forward proposals to improve the continuous working willingness of Company A's retired re-employed personnel, based on the research results. Based on the results of the study, it proposes corresponding countermeasures to improve the willingness of retired re-employed personnel to work continuously in Company A.

1. Introduction

China's seventh population census shows that there are more than 260 million people over the age of 60, accounting for 19.8 per cent of the total population, of whom 55.83 per cent are aged between 60 and 69 years, while the number and percentage of the working-age population aged between 16 and 59 years are both declining. At the same time, according to data from the National Bureau of Statistics, in 2022, there will be 9.56 million births and 10.41 million deaths, the first time that China's population has experienced negative growth in the past 61 years, leading to prominent contradictions in the supply of labour, and the development of the human capital of the elderly and the re-employment of retired elderly people is an important means of compensating for the shortage of labour.

In recent years, China has introduced a number of policies to encourage and support the development of human resources for the elderly. The Opinions of the Central Committee of the Communist Party of China and the State Council on Strengthening the Work of the Elderly in the New Era proposes to strengthen the Party's overall leadership of the work of the elderly, adhere to the people-centred approach, incorporate the development of the cause of the elderly into the overall layout of the "Five-in-One" and the coordinated promotion of the "Four Comprehensives", and implement a national strategy to actively address population ageing and promote the high-quality development of the cause of the elderly. It has integrated the development of the cause of ageing into the overall layout of the "Five-in-One" and the "Four Comprehensives", implemented a national strategy to actively respond to population ageing, and promoted the high-quality development of the cause of ageing. With regard to promoting the social participation of older persons, it is encouraging older persons to continue to play their roles, combining active ageing with active ageing, and improving policies and measures on employment, volunteerism and community governance, so as to give full play to the roles of older persons in the younger age groups. Older persons who are in good physical condition and who have the advantage of work experience and skills are in a position to participate in the labour force again and give full play to their spare time. In the context of an aging population, developing human resources for retired and re-employed individuals will not only address the labor shortage but also enhance the well-being and satisfaction of their lives. Additionally, it will allow them to regain their own place in society and be recognized accordingly.

In the face of the problem of contradictions between the supply of and demand for labour, many enterprises and institutions have responded to the problems of labour shortage and rising labour costs by employing retired re-employed persons, especially in some service industry enterprises. However, the work continuity of the retired re-employed personnel is not optimistic, and the personnel mobility is large, which increases the personnel management cost and labour risk for the enterprises employing retired re-employed personnel, and how to make the retired re-employed personnel maintain a continuous work status within a reasonable range is a realistic problem faced by many enterprises. company A is a large fast-food chain in China, which positively responds to the policy call to employ retired re-employed personnel. Currently, they account for 16% of the total number of employees in the company. From the number of retired re-employed personnel and related data of Company A, it can be seen that the willingness of retired re-employed personnel to work is relatively strong, but the employment mobility is high, the stability is low, and the continuity of re-employment willingness is to be improved. It is necessary to carry out a systematic research on the factors affecting the retired re-employed personnel's willingness to continue to work, to find out the pain point problems, and put forward corresponding countermeasures and suggestions, and at the same time, to provide reference for other employing organisations.

In summary, this paper takes the retired re-employed personnel of Company A as the research object, understands and grasps the willingness of the retired re-employed personnel of Company A to work continuously, analyses the main influencing factors affecting the willingness of the retired re-employed personnel of Company A to work continuously, and points out the influencing effects of the influencing factors as well as the main problems encountered by the willingness of the retired re-employed personnel of Company A to work continuously as reflected in the results. Based on the results of the analysis, countermeasures are proposed to improve the willingness of retired re-employed personnel to work in a reasonable and orderly manner, so as to provide reference for Company A to control the mobility of retired re-employed personnel within a reasonable range and optimise the structure of human resources.

2. Literature review

Regarding the definition of retirement re-employment, scholars have defined retirement re-employment according to the relevant regulations in China. Du Binbin^[1] defines retirement re-employment as the behaviour of those who have reached the legal retirement age or who have participated in social pension insurance, and who still have the ability and willingness to be employed after going through the retirement procedures, and who are paid through labour. Zheng Xiaofei^[2] believes that the re-employment of the elderly refers to the elderly who have completed the retirement procedures to re-enter the workforce and receive a certain amount of remuneration for their work, and the types of re-employment include agricultural production business activities, private work, individual economic activities, or engaged in the business of the family to help or due to a long period of time on leave, training, and other reasons did not work three types of work. According to Ren Yanchun^[3], retirement re-employment is a social activity in which an individual who has withdrawn from the labour field has the ability to continue to work and voluntarily continues to do so, and once again engages in the social activity of exchanging labour for remuneration. Maslow's Hierarchy of Needs Theory emphasises that human motivation is determined by human needs, and that at every period of time a person has one need that is dominant and other needs that are subordinate. Scholars have been relatively consistent in defining the willingness to work consistently. For example, Xu Zhibo^[4] argues that sustained behavioural willingness is an individual's willingness to continue adopting or choosing the behaviour in the future on the basis of the initial behavioural willingness. As a kind of individual ongoing behaviour, the willingness to continue working reflects an individual's liking for the current job and the desire to continue to engage in that job^[5]. For this reason, this paper defines willingness to continue working as an employee's willingness to continue to perform his or her current job in the future with reference to existing research.

Maslow divided a person's needs into five levels, from low to high: physiological needs, safety needs, social needs, respect needs and self-actualisation needs, and divided human needs into two types: scarcity needs and growth needs. Self-actualisation needs among the five levels are growth needs and the remaining four levels are scarcity needs.

According to Maslow's hierarchy of needs theory, only after the lower level needs are satisfied, will the pursuit of higher level needs begin. Retired re-employed people return to the labour market, mainly due to the lack of physiological needs to improve the conditions of old age or the pursuit of higher-level needs^[6]. This is because that it is difficult to meet the social needs of the younger elderly by resting at home after leaving the labour market. Therefore, there is a correlation between the willingness of retired re-employed people to work continuously and their needs related to scarcity needs, and this paper applies this theory to analyse the differences in the willingness of retired re-employed people to work continuously. Continuity theory suggests that older people are happy in old age if they maintain the level of social participation they need to continue their lifestyle and personality traits from middle age into old age^[7]. The theory emphasises the need for people to maintain a connection between the past and the present, and that people can maximise their happiness and self-esteem by simply maintaining their desired level of social participation.

Shi Xiaojun^[7] argues that retirement re-employment enables the elderly to continue their pre-retirement life rhythm and lifestyle, maintain their personality characteristics and habits and hobbies of middle age, and maintain a high level of active social participation. The social exchange theory believes that social interaction is a kind of exchange between two parties, in which both parties consider their own interests, and when both parties fail to achieve their own goals, social interaction tends to stop, and it is believed that people determine their own social status through the possession of socially recognised resources, such as material wealth and ability^[8]. Retirement re-employment can be seen as a mode of social exchange, in which the under-aged elderly invest their time, skills

and other advantages in exchange for corresponding financial rewards, a sense of achievement, etc., or to satisfy their social needs. Enterprises provide re-employment opportunities and corresponding economic remuneration, workplace and other resources to meet the different needs of the elderly. It can be seen that in order to clarify the influencing factors on the willingness of retired re-employed persons to continue working, it is necessary to analyse the purpose of retired re-employed persons to continue working based on the social exchange theory.

3. Research design

3.1. Selection of research subjects

The research object of this paper is the retired re-employed personnel of Company A. It mainly adopts the form of questionnaire survey to collect research data. In order to make the collected data and feedback questions more accurate, before carrying out the formal questionnaire survey, this paper conducted in-depth interviews with the recruiters of Company A and some retired re-employed persons, to fully understand the reality of the retired re-employed persons in Company A, in order to design more relevant questionnaire items. The questions in the questionnaire that ask about attitudes are measured on a 5-point Likert scale, with "1" meaning "very inconsistent", "2" meaning "relatively unconformable", "3" means "generally conformable", "4" means "Comparatively compliant", "5" "Very compliant".

Since the retired re-employed persons employed by Company A mainly work in chain restaurants, this paper adopts a random sampling method and selects 18 restaurants in Company A as the survey area for random sampling to investigate the retired re-employed persons in Company A. It covers retired re-employed persons with different characteristics (age, health status, education level, etc.) to ensure that the sample composition is consistent with the distribution of the characteristics of Company A's retired re-employed persons. Personnel's distribution of characteristics is consistent. The data collection period was from February 2024 to March 2024, and 256 questionnaires were finally collected, and after excluding invalid samples, 241 valid questionnaires were obtained, accounting for 94.14% of valid questionnaires.

3.2. Sample characteristics

Since the retired re-employed personnel of Company A are basically female, in order to ensure the validity of the survey results, the target of the survey in this paper is the female retired re-employed personnel in Company A. From the sample distribution of the survey, the surveyed retired re-employed persons are characterised by lower age, lower education and better health. Specifically, in terms of age, 50-54 years old accounted for 26.1 per cent, 55-57 years old accounted for 34.9 per cent, 58-60 years old accounted for 29.0 per cent, and 61-63 years old accounted for 10.0 per cent; in terms of education, junior high school and below accounted for 17.8 per cent, senior high school/secondary school accounted for 38.6 per cent, tertiary school accounted for 33.6 per cent, and bachelor's degree and above accounted for 10.0 per cent; and in terms of health, very good, no any underlying diseases accounted for 30.7%, better, with slight underlying diseases accounted for 30.7%, average, with underlying diseases but not affecting normal work accounted for 23.2%, worse, with underlying diseases working relatively fewer hours accounted for 15.4%; in terms of monthly household income compared with familiar relatives and friends, very high accounted for 9.50%, relatively high accounted for 25.3%, average accounted for 28.2%, relatively low accounted for 24.1%, very low accounted for 12.9%. Very low accounted for 12.9 per cent; in terms of the proportion of pensioners who could afford the family's daily living expenses, less than 15 per cent accounted for 6.60 per cent, 15-25 per cent (excluding 25 per cent) accounted for 33.2 per cent, 25-35 per cent (excluding 35 per

cent) accounted for 33.6 per cent, and 35 per cent and above accounted for 26.6 per cent; in terms of the degree of burdening the family's finances, exceptionally heavy accounted for 11.6 per cent, relatively heavy for 27.4 per cent, and general for 26.6 per cent. 27.4 per cent, average 26.1 per cent, relatively light 28.7 per cent, and especially light 6.20 per cent. The distribution of the sample of retired re-employed persons in Company A is shown in Table 1.

Table 1: Sample distribution table.

Sports event	Sample distribution	Percentage (%)	Sports event	Sample distribution	Percentage (%)
A person's age	50-54 years	26.1	Educational attainment	Junior high school and below	17.8
	55-57 years	34.9		High school/secondary school	38.6
	58-60 years	29.0		Three-year college	33.6
	61-63 years	10.0		Undergraduate and above	10.0
Health status	Very good. No underlying disease.	30.7	Pension can cover daily family expenses Proportional situation	Less than 15 per cent	6.60
	Better, with minor underlying conditions	30.7		15-25 per cent (excluding 25 per cent)	33.2
	General, with underlying medical conditions but not affecting normal functioning	23.2		25-35 per cent (excluding 35 per cent)	33.6
	Poorer, with relatively fewer hours of work for underlying illnesses	15.4		35 per cent and above	26.6
Monthly household income compared to familiar relatives and friends	Very high	9.50	The degree of economic burden on the family	Particularly important	11.6
	Relatively high	25.3		Heavier	27.4
	Usual	28.2		Usual	26.1
	Relatively low	24.1		Relatively light	28.7
	Very low	12.9		Especially light	6.20

4. Empirical analysis

4.1. Correlation analysis

Through analysing the questionnaire data, combing the related literature and the preliminary interviews with some retired re-employed employees of Company A, it is found that the factors affecting the willingness of retired re-employed employees to continue working mainly come from the personal level factors, family level factors, enterprise level factors and social level factors. In the pre-interviews, some interviewees mentioned the situation of salary and income, the atmosphere of the working environment and the workload that affect the willingness to continue working. In this paper, the following factors are selected for empirical analysis: the individual work level mainly contains age, health status, personal work characteristics, etc., the family level factors mainly contain monthly family income, spouse work status, family members' support, etc., the enterprise level factors mainly contain job satisfaction, and the social level factors mainly contain the degree of social support. In this paper, in order to reveal the relevant factors affecting the willingness of retired re-employed

workers to continue working in Company A, we use SPSS software and apply correlation and regression analysis to analyse in-depth the impact of potential influencing factors on the willingness of retired re-employed workers to continue working. The variables involved are shown in Table 2.

Table 2: Variables and related explanations.

Variant	Variable name	Variable type	Description of variables
Explanatory variable	Willingness to continue working (expected time of separation)	Ordinal variable	Up to 1 year (low willingness to work continuously) = 1, 1-3 years (moderate willingness to work continuously) = 2, More than 3 years (high willingness to work continuously) = 3
Explanatory variable	(a person's) age	Categorical variable	50-54 = 1, 55-57 = 2, 58-60 = 3, 61-63 = 4
	Educational attainment	Categorical variable	Junior high school and below = 1, high school/secondary school = 2, college = 3, bachelor's degree and above = 4
	Spouse working status	Categorical variable	Unretired = 1, retired and re-employed = 2. Retired not employed = 3. Other (divorced, widowed, etc.) = 4
	Work status of close friends	Categorical variable	Not retired = 1, retired re-employed = 2, retired not employed = 3, other = 4
	Level of social support	Spacing variable	Not supportive = 1, not very supportive = 2, fairly supportive = 3, quite supportive = 4, very supportive = 5
	Individual work traits (scale)	Spacing variable	Very inconsistent = 1, more inconsistent = 2, generally consistent = 3, more in line = 4, very in line = 5
	Health status (scale)	Spacing variable	Strongly inconsistent = 1, relatively inconsistent = 2, generally consistent = 3, more in line = 4, very in line = 5
	Family member support (scale)	Spacing variable	Strongly inconsistent = 1, relatively inconsistent = 2, generally consistent = 3, more in line = 4, very in line = 5
	Economic situation (scale)	Spacing variable	Strongly inconsistent = 1, relatively inconsistent = 2, generally consistent = 3, more in line = 4, very in line = 5
	Job satisfaction (scale)	Spacing variable	Strongly inconsistent = 1, relatively inconsistent = 2, generally consistent = 3, more in line = 4, very in line = 5

Correlation analysis is used to describe the correlation between two variables, by analysing two or more variables with correlation, so as to measure the degree of their correlation closeness. In this paper, the correlation coefficients between the willingness of retired re-employed workers in Company A to continue working and their age, education level, family support, spouse's work status, work status of close friends, social support, personal work characteristics, health status, economic status and job satisfaction were calculated, and the results are shown in Table 3.

According to Table 3, it can be seen that education level, social support level, personal work traits, health status, family members' support and job satisfaction have a significant positive correlation with the willingness to continue working, with the correlation coefficients of 0.176, 0.207, 0.700, 0.502, 0.731 and 0.827, respectively; and age, spouse's work status, the work status of the close friends around them and the Age, spouse's work status, close friends' work status and economic status have a significant negative correlation with the willingness to continue working, with correlation coefficients of 0.678, 0.325, 0.328 and 0.680, respectively.

Table 3: Correlation analysis of factors influencing the willingness of retired re-employed workers to continue working in Company A.

Variant	1	2	3	4	5	6	7	8	9	10	11
1 willingness to continue working	1										
2 age	-0.678**	1									
3 level of education	0.176**	-0.324**	1								
4 working status of spouses	-0.325**	0.323**	-0.03	1							
5 work status of close friends	-0.328**	0.343**	-0.200**	0.111	1						
6 level of social support	0.207**	-0.125	0.114	-0.124	-0.096	1					
7 individual work qualities	0.700**	-0.482**	0.180**	-0.205**	-0.241**	0.232**	1				
8 health status	0.502**	-0.495**	0.167**	-0.229**	-0.250**	0.145*	0.409**	1			
9 support from family members	0.731**	-0.517**	0.139*	-0.301**	-0.291**	0.218**	0.632**	0.382**	1		
10 economic situation	-0.680**	0.454**	-0.200**	0.256**	0.197**	0.129*	-0.570**	-0.356**	-0.615**	1	
11 job satisfaction	0.827**	-0.637**	0.206**	-0.309**	-0.273**	-0.173**	0.665**	0.451**	0.717**	-0.615**	1
Average value	2.137	2.228	2.357	2.125	2.403	3.295	2.974	3.502	2.972	2.977	3.630
(statistics) standard deviation	0.858	0.950	0.888	0.900	0.790	0.852	1.022	1.081	1.039	1.007	0.772

Note: * represents p-value < 0.05, ** represents p-value < 0.01, *** represents p-value < 0.001, (same below).

4.2. Reliability test

Likert scale is one of the rating summation scales used to assess attitudes, opinions and feelings towards a question or statement. By summing up the scores obtained by each respondent's answers to each question, it is possible to see the strength of the respondent's attitudes or their different states on this scale.

The Likert scale was used in the second part of the questionnaire, "Work Situation", and in the third part, "Willingness to Continue Working". The second part of the questionnaire investigates the working conditions of retired re-employed workers in Company A. The third part investigates the working conditions of retired re-employed workers in Company A. The third part of the survey investigates the health status, family status, economic status, job satisfaction, and the importance of

the company to the retired re-employed employees of Company A.

Specifically, the reliability coefficient values of all the scales are higher than 0.8, which shows that the scales have good reliability. The validity values of all scales are higher than 0.7 and the significance is 0.000, which is less than 0.05, which shows that the scales have good validity. The results of the reliability test of the scales in this paper are shown in Table 4.

Table 4: Reliability test.

Meters	Number of questions	Cronbach alpha	Kmo value	Approximate chi-square (math.)	(number of) degrees of freedom (physics)	Significance
Individual work qualities	3	0.837	0.727	283.988	3	0.000
Health status	3	0.876	0.741	373.339	3	0.000
Family situation	3	0.872	0.702	387.591	3	0.000
Economic situation	3	0.908	0.746	482.342	3	0.000
Job satisfaction	14	0.896	0.925	1231.072	91	0.000

4.3. Regression analysis

Table 5: Results of regression analysis of factors influencing the willingness of retired re-employed workers to continue working in Company A.

Variant		Estimation	Standard error	Vard ø(city in finnmark, norway)	(number of) degrees of freedom (physics)	Significance
Social support		0.228	0.240	0.900	1	0.343
Individual work qualities		0.860	0.301	8.161	1	0.004**
Health status		0.506	0.215	5.535	1	0.019*
Status of support from family members		0.734	0.290	6.390	1	0.011*
Economic situation		-0.756	0.289	6.872	1	0.009**
Status of job satisfaction		2.062	0.461	20.039	1	0.000***
(1) age 50-54		3.404	1.001	11.573	1	0.001***
(2) age 55-57		2.137	0.786	7.387	1	0.007**
(3) age 58-60		0.583	0.733	0.634	1	0.426
(1) junior high school and below		1.883	0.840	5.021	1	0.025*
(2) high school/secondary school		1.167	0.752	2.411	1	0.121
(3) tertiary		0.972	0.722	1.812	1	0.178
(1) spouse not retired		1.161	1.001	1.345	1	0.246
(2) retirement and re- employment of spouses		2.067	0.999	4.278	1	0.039*
(3) spouse retired and not employed		1.534	0.976	2.469	1	0.116
(1) friends not retired		0.119	0.998	0.014	1	0.905
(2) retirement and re- employment of friends		1.198	0.826	2.106	1	0.147
(3) friends retired and not employed		0.44	0.800	0.003	1	0.956
-2 log- likelihood	186.443	Cox snell r		0.745	Negolko r- square	0.844

In this paper, the variables are categorised into individual level, family and friends level, work

level and social level. The individual level contains age, education level, personal work traits and health status, the family and friends level contains family support situation, economic status and friends' work status, the work level contains job satisfaction status, and the social level includes social support status. Through SPSS software, the explanatory variables and explanatory variables in Table 3 are included in the sequential Logistics regression model and passed the parallel lines test with a significance of 0.536, according to the results of the sequential Logistics regression in which it can be seen that all except the social support factors will have a significant impact on the willingness of retired re-employed people in Company A to continue working. The calculation results are shown in Table 5.

5. Recommendations for countermeasures

5.1. Optimising the working environment for retired re-employed persons

According to the results of data analysis, it can be seen that the job satisfaction status has a significant positive correlation with the willingness of retired re-employed persons to continue working, and the higher the job satisfaction of retired re-employed persons, the stronger the willingness to continue working. In order to study the specific influencing factors, this paper further divided the 14 question items in the Job Satisfaction Scale into four dimensions, which are salary, workload, working environment and company care. The mean value of the salary dimension is 3.57, the mean value of the workload dimension is 3.67, the mean value of the work environment dimension is 3.60, and the mean value of the company care dimension is 3.66, and the comparison reveals that the mean values of the salary and work environment dimensions are low. The salary dimension may be related to the working hours of the retired re-employed workers. Company A adopts the hourly wage system for some of the staff in the restaurant, and due to the high age of the retired re-employed workers, Company A restricts their working hours accordingly, which should not be more than 160 hours a month, in order to protect the health of the retired re-employed workers. Moreover, Company A basically arranges relatively easy work for retired re-employed staff, such as meal delivery, which requires long time communication with customers, so the working environment aspect may be related to co-workers, leaders as well as customers. In the following, countermeasures to optimise the working environment of retired re-employed workers are mainly proposed from the dimensions of remuneration and working environment, in order to reasonably increase the willingness of retired re-employed workers to continue working.

The company should firstly adjust the working hours of employees appropriately. For retired re-employed persons in good health, the company can appropriately adjust the total number of hours of work and thus improve the salary of the employees.

Second, the management team should establish good communication channels. The company should establish open communication between restaurant managers and restaurant staff, open anonymous exchange boxes, timely problem solving and feedback.

Third, the company should create a good teamwork atmosphere. The company can organise team activities from time to time to promote the restaurant staff to communicate with each other, enhance friendship, and enhance team cohesion.

5.2. Improving the health and psychological security of retired re-employed persons

According to the results of the survey, it can be seen that the health condition is positively correlated with the willingness of retired re-employed persons to continue working, and the better the health condition of retired re-employed persons, the stronger the willingness to continue working. According to the survey data, it is found that the proportion of retired re-employed personnel with

good health condition in Company A is more than 60%, but the proportion of retired re-employed personnel with the idea or plan to leave their jobs in the recent year with poor health condition is as high as 75%, and there are close to 50% of retired re-employed personnel whose work is affected by health problems, which shows that health condition has a greater impact on the mobility of retired re-employed personnel in Company A.

Firstly, retired re-employed persons can strengthen their exercise and improve their physical fitness as appropriate. Because of their relatively high age, retired re-employed persons' resistance and immunity are lowered, and their physical skills decline as well, and they may suffer from a variety of problems, so it is particularly important for them to pay attention to their own health and improve their physical fitness.

Secondly, family members can pay more attention to the physical and mental health and emotional changes of retired re-employed persons. As they get older, the elderly are affected by health and other factors. By paying attention to the physical, mental and emotional changes of retired re-employed persons, family members can, on the one hand, help to understand the health of retired re-employed persons and, on the other hand, help to improve the emotional stability of retired re-employed persons.

Thirdly, Company A can appropriately increase the health management of retired re-employed employees to understand the health condition of retired re-employed employees. This will not only help the employees to understand their own health condition, but also help to reduce the employees' problems at work, thus reducing the employee turnover rate.

5.3. Strengthening positive public opinion guidance and creating a favourable social atmosphere for the re-employment of retirees

Nowadays, the state encourages the development of old-age capital and the re-entry of retirees into the labour market to alleviate the shortage of the labour market. However, there are still parts of the policies introduced that need to be perfected, and the protection of labour rights and interests of retired re-employed persons needs to be paid attention to, and some members of the society believe that the situation of retirement and re-employment will lead to fewer posts for them to choose from, and all these issues will affect the retired re-employed persons' continued working. These problems will affect the willingness of retired re-employed persons to continue working.

Firstly, positive public opinion guidance should be strengthened to reduce social prejudice against the re-employment of retirees. The fact that re-employment of the elderly does not involve competition with young people for jobs will not only help to make introverted retirees willing to participate in re-employment, but will also help to create a favourable social atmosphere for the re-employment of retirees.

Secondly, spousal re-employment has a positive effect on the willingness of retired re-employed persons to participate in re-employment, and this positive effect can be continued. The positive effect of spousal re-employment on the willingness of retired re-employed persons to continue working is significant and may be related to the psychology of emulation; retired re-employed persons whose spouses are re-employed have a higher willingness to continue working and can continue to be encouraged to go out and re-employ together.

6. Conclusions and outlook

6.1. Conclusions of the study

This paper is based on the development of elderly manpower resources for retirees in the context of population aging, and takes the retired re-employed personnel of Company A as the research object, and analyses the willingness of retired re-employed personnel of Company A to continue to work and

their influencing factors through the data, and the relevant conclusions are shown as follows:

In the context of population aging, the willingness of retired re-employed personnel to work continuously is high in Company A. As a globally renowned fast-food chain brand, Company A has recruited a large number of retired personnel to work in its restaurants, which is a good representation of the company. Through the analysis of Company A's willingness to work continuously, it is found that more than 70% of the retired re-employed personnel have the idea or plan to leave their jobs, and the percentage of retired re-employed personnel who are expected to leave their jobs in less than one year is close to 50%, which shows that the stability of retired re-employed personnel in Company A is average.

The following main conclusions are drawn: (1) age, education level, personal work characteristics, health status, family support status, economic status, and job satisfaction status of the retired re-employed workers in Company A have a significant impact on their willingness to continue working; (2) education level, personal work characteristics, health status, family support status, and job satisfaction status are significantly and positively correlated with their willingness to continue working; (3) age, spouse's work status, the work status of their close friends and family members, social support status, and economic status have a significant negative relationship with their willingness to continue working.

6.2. Shortcomings and prospects

The research in this paper is useful for reasonably improving the willingness to work continuously in Company A, and providing reference and information for solving the problem of low stability and high turnover rate of retirees. However, due to the fact that there are more restaurants in Company A, which are spread over a wide area, the questionnaire collection is more restricted, so the sample size is relatively small, and the study may have some shortcomings, which can be further developed and improved in the future. Countermeasure suggestions for reasonably improving the willingness of retired re-employed workers in Company A to continue working can be further analysed and studied in depth after practice.

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