

Moving from “Retired” to “Re-Hired” in Employability: What Can We Learn from Retirees in Retirement?

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ABSTRACT

Economies across Asia have undergone significant economic transformation over recent years. These changes are driven by many different contributory factors; many of them are and will be demographically driven.

Demographic challenges will require organizations to “re-hire” rather than retire their older employees. Organizations are also likely to hire older employees for the more traditional “younger” jobs given the aging workforce. It is thus imperative to understand how these retirees see themselves.

With a better understanding of this older “re-hired” population, business leaders will be able to improve the sustainability of their enterprises and policy makers will also be able to better create the condition to enhance the employability for this older population.

This paper concludes that individuals’ retirement experience involves moments of self-reflection on the spirituality of life and individuals’ do maintain an intellectual aspiration in retirement.

These conclusions raise possible research questions, and offer some recommendations for future practice for the older “re-hired” employee. One key recommendation for practice is to have organizations focus on this theme of “life” for these older “re-hired” individuals in any skills development in order to achieve the desired learning outcome.