

The Daiohs Foundation Grant Aid Program Midterm Report

Sanyo Women's College Nanae Shintani, Hiroyasu Nagaoka

[Research Topic]

Identifying Factors that Hinder the Active Participation of Older Workers and Measures to Address

~Toward Creating a Workplace Environment where Older Workers can Work Brightly and Actively~

[Background of the Research]

Continuing to employ older workers helps alleviate labor shortages in the workplace. Furthermore, 36.7% of older workers want to continue working as long as they are able (Cabinet Office, 2019), making it possible to hire workers with a strong desire to continue working. However, older workers face higher risks in terms of health and safety management, necessitating more tailored support. Additionally, challenges such as retraining for IT proficiency and the complexity of workplace relationships when former subordinates become supervisors have been reported. Considering future employment environments, the continued employment of older workers is essential. We aim to implement measures to **eliminate the drawbacks of having older workers in the workplace and enhance organizational productivity.**

[Purpose of the Research]

The purpose of this study is to clarify the advantages and disadvantages of continuing to employ older workers through questionnaire surveys and interviews, hold a review meeting with the General Affairs and Human Resources departments to discuss measures to address the issues identified, and use the results as basic data for the continued employment of older workers.

[Research Progress]

- 1) Reviewed questionnaire items and interview content.
- 2) Submitted an application to the university's ethics committee and received approval in June.
- 3) Selected and coordinated the target companies and participants for the survey.
- 4) Questionnaire survey

June: Completed with 1 company and 53 participants

August: Planned for 2 companies and 700 participants

September: Planned for 2 companies and 300 participants

Total of 1,053 participants planned

5) Interview Survey

June: Completed with two companies and two individuals (manufacturing and service industries)

[What has been clarified so far]

Workers who work alongside older workers have noted that older workers who have reached mandatory retirement age or extended employment periods do not change their attitudes and continue to behave in the same way as when they were active workers, making it difficult to speak up in meetings. Additionally, once they enter the extended employment period, they no longer appear to be working diligently, and some have stated that seeing them in a different light than when they were active employees has shattered the image they previously held of them.

While we have not yet conducted interviews with older workers themselves, it is anticipated that they may be confused by the changes in their workplace status and compensation following retirement.

[Future Plans]

- 1) Tabulation and analysis of questionnaire survey results
- 2) Content analysis of interview survey results
- 3) Implementation of considerations
- 4) Proposals to cooperating companies
- 5) Announcement of analysis results

→ Scheduled Announcement at Joint Congress of ICOH-WOPS & APA-PFAW 2025

Ho Chi Minh city, December 10-12, 2025, in Vietnam.