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Journal of Trade Science

ISSN 1859-3666

Volume 8

Number 4

June 2020

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A STUDY ON THE IMPACT OF ORGANIZATIONAL AND ELDERLY LABORFACTORS ON EFFECTIVE ELDERLY LABOR USE IN VIETNAM

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Received: 2nd March 2020

Revised: 1st April 2020

Approved: 9th April 2020

The paper examines the impact of organizational and elderly labor factors on the effective use of elderly labor in Vietnam. The results show that organizational policies have a great influence on the effective use of the older workforce. Factors related to elderly labor also affect its effective use. After the older workers find employment, the organizational policy is the variable that has the most impact on improving their lives. Following the findings, several solutions are proposed in order to enhance the effective use of Vietnamese elderly labor in the future.

Keywords: *organizational policies, elderly labor factors, effective use of the elderly workers.*

1. Introduction

The increasing trend of "ageing population" has a significant effect on socio-economic development. Older employees often have a great deal of knowledge and work experience. When this group of people leaves the labor market, this has a considerable influence on the labor productivity of the organization and the whole society. Nowadays, many countries are encouraging organizations to continue employing older workers to address the challenges of the aging workforce. However, the current use of elderly labor in Vietnam is not quite effective. Hence, it is essential to investigate the impact of organizational policies and the elderly labor factors for the better use of the older workforce in Vietnam. This paper consists of the literature review, theoretical bases and research models, methodology, findings and conclusions. It mainly focuses on answering the question of "How do organizational policies and elderly labor factors affect the effective use of older workers in Vietnam?" and ultimately, presents several recommendations to enhance the current use of the elderly labor force in Vietnam.

2. Literature review

There are several previous studies regarding the effective use of elderly workers and its influencing factors.

Raymo et al. (2004) examine the factors that influence the participation of the elderly labor force through Japan's national data on the employment status of men and women aged 60 and over in the 1990s. In addition to variables such as age, income and health, older workforce participation is influenced by employment history and family characteristics. These findings suggest that low pensions and job flexibility motivate senior workers to continue working.

CROW (2006) and McNair et al. (2007) draw out some key processes that employers should consider if they want to effectively use elderly labor. These include:

- Setting clear recruitment criteria with no age discrimination;
- Creating flexible working conditions for the elderly to work as per their needs despite having retired in compliance with regulations, and eliminating policies that encourage early retirement;
- Designing appropriate part-time jobs, work from home, salary and wages for the older employees.

Research by Munnell et al. (2006) shows that senior workers are knowledgeable about the job, willing to learn new tasks quickly, resilient to work, and may meet the physical requirements that their job entails. These factors have a positive effect on

labor productivity. While the evidence is not clear, prejudice may make employers less attractive in hiring or retaining older workers at work.

According to the Report of the Taskforce on the Aging of the American Workforce (2012), flexible working conditions are crucial when employing elderly workers.

A German study by Zwick et al. (2013) draws some lessons to utilize the older working group better, as follows:

- The average labor productivity of old employees is no less than that of young employees.
- The adoption of multi-generational workplaces, specific jobs for older workers and mixed teams in organizations may increase productivity.
- The use of multi-generational working groups will prolong the working time of employees aged 50 and over. Besides, the program designing part-time jobs also significantly increases the number of older workers continuing to work.

Hence, flexible job design and appropriate human resource management practices for older workers in organizations play an essential role in the better use of elderly labor.

A survey on the elderly conducted in the VIE02 project on "Promoting the rights of the underprivileged in Vietnam" led by the Central Vietnam Women's Union in 2011 shows that nearly 40% of older people were still working. The figure for the 60-69 age group is around 60%. There is a clear difference in age, sex and region. The percentage of working seniors drops rapidly as age increases. The employment rates of the elderly are higher for men than women. Old people in rural areas have more tendency to continue working than those in urban. Among the non-working seniors, the most common cause is health problems. Approximately 29% of the elderly believe that the primary income source for their daily life comes from work.

Overall, there have been a number of studies on the use and the effective use of elderly labor. These researches present various influencing factors such as income, health, age, sex, region, employment history, family characteristics and employment policies regarding older employees. In this paper, the author focuses on investigating the impact of organizational policies and elderly labor factors on the effective use of elderly workers (in 3 Northern provinces and cities: Hanoi, Thai Binh and Ninh Binh).

3. Theoretical bases and research model

3.1. Theoretical bases

Older people or the elderly are a part of the population living over a certain age which is determined by the law of each country.

Older workers in this study are classified as those who have reached the end of their working age in line with the provisions of law but still have the ability to work and have an employment contract.

Labor usage is the arrangement, allocation and management of labor power in order to address the following three basic relationships between the laborer and the subject of labor; between the laborer and means of labor; and between the laborer and the laborer in the working process.

Therefore, factors related to labor usage include machinery and equipment, co-workers (colleagues, teams and managers), workplace, work schedule and workload.

Elderly labor usage is the arrangement of older workers in their relationship with means of work, co-workers, workplace, work schedule, and workload.

However, for senior workers with different psycho-physiological characteristics compared to young workers, aging causes a decline in physical and mental strengths, which significantly affects the work arrangement. The loss of fitness can lead to dangerous working conditions, accidents or other risks that damage the lives and health of the workers and the properties and interests of the business. Therefore, the employers should pay attention to legal provisions on employment, occupational safety, and health protection, salary and other benefits of the elderly workers.

The effective use of labor in the labor market is generally demonstrated through mobilizing the maximum potential human resources in the working population and through the matching of the workers and jobs in terms of skills, working conditions and income.

The effective use of elderly labor should not only be evaluated from mere economic benefits such as productivity and economic growth, but also from a social perspective. It helps reduce the pressure of labor shortage and social security due to population aging and, at the same time, enhances the quality of life of the elderly and their families. It also promotes the experience, knowledge and financial resources of the elderly working group, and facilitates the

learning society via the transfer of knowledge and experience between generations.

However, along with the above-mentioned social benefits, there are associated costs to be taken into consideration. These include but are not limited to the costs of implementing appropriate working conditions and policies, job creation, health care and training for the elderly, and the costs of developing a learning society and multi-generational work environments.

Thus, the older workforce is a supplementary part of the national human resource. The effective use of elderly labor means properly arranging senior workers based on their functions, abilities and training levels, and utilizing all of their physical, mental and creative potentials that help increase social benefits and save costs.

In any organization, the proper and effective use of labor relates to saving labor and utilizing the workers' potential capacity to meet development goals and improve the organization's operational efficiency.

From a business perspective, the outcomes of a firm's operation refer to what it achieves after production and business processes. The results can be measurable quantities (e.g. the number of products consumed, sales, profit and market share) or qualitative indicators (e.g. the firm's reputation or the product quality). These measures also become the targets of the business and the long-term goals usually involve profitability, social and economic benefits and profit maximization from the available resources. The performance review and measurement of business operation not only indicate the achieved production level but also allow managers to analyze factors and propose appropriate measures in order to both increase outcomes and reduce operating costs. The degree of efficiency is relative to the use of production resources. The higher level of production resources utilization a firm has, the greater output it can produce from the same input resources. Similarly, efficiency exists when the increasing rate of output is greater than that of input that includes human labor. Therefore, the relationship between the cost and efficiency of using labor should be incorporated into the criteria to evaluate the effective use of labor.

Nevertheless, if considering only economic efficiency, senior workers are at a disadvantage, compared to younger people. Hence, for a better approach, this paper will focus more on the social benefits of the effective use of elderly labor rather than the economic advantages.

In this study, the effective use of elderly labor is reflected by the maximization of older people participating in the labor market and by the matching between senior workers and jobs in terms of skills, working conditions and income. The desirable effect would be the improvement of the elders' quality of life regarding health, working capacity and finance.

3.2. Research model

Various studies have suggested that organizational policies and factors regarding older workers have a direct impact on the effective use of elderly labor (Raymo et al. 2004; CROW 2006; McNair et al. 2007; Munnell et al. 2006; Zwick et al. 2013; Central Vietnam Women's Union 2011).

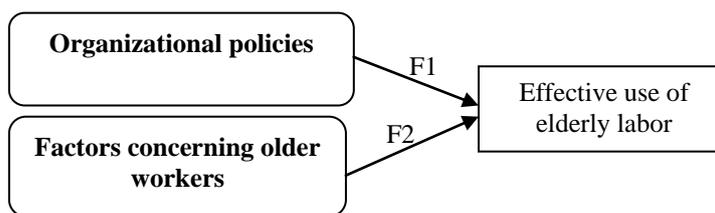


Figure 1: Factors affecting the effective use of elderly labor

F1: Organizational policies that affect the effective use of elderly labor

F2: Factors concerning older workers that affect effective use of elderly labor

4. Research methodology

4.1. Qualitative research

Data collection

The study used individual in-depth interviews and group discussions to collect information on factors affecting the effective use of elderly labor, providing the basis for the preliminary quantitative questionnaire. Participants of the individual in-depth interviews included employers, professionals and senior workers.

Sample

The sampling process for individual in-depth interviews was conducted as follows. First, we selected the first participant to collect necessary data. Next, we examined the second case to obtain information

that was different from the first subject. Data was collected subsequently until the nth surveyed subject had no more new information compared to the previous ones. At that point, the in-depth interview process finally stopped.

The number of samples for individual in-depth interviews was 27. Among these, 17 participants were senior workers while the rest 10 were experts and employers who recruited older people.

Based on the findings of Raymo et al. (2004), CROW (2006), McNair et al. (2007), Munnell et al. (2006), Zwick et al. (2013), Project VIE02 (2011) and the results of in-depth interviews, factors influencing the effective use of elderly workers and observed variables were identified and described in Table 1.

Table 1: Summary of factors and observed variables in the study

Factors	Observed variables
1. Organizational policies	
1.1. Recruitment policies regarding older workers	- Recruitment methods - Recruitment criteria - Recruitment information
1.2. Work arrangement policies for older workers	- Work schedule - Working conditions - Job characteristics and positions
1.3. Remuneration policies for older workers	- Salaries - Rewards - Welfares
1.4. Training policies for older workers	- Appropriate training plans - Flexible training time - Budget support for training plans
1.5. Performance evaluation policies for older workers	- Performance evaluation methods - Evaluator - Evaluation criteria - Evaluation feedback - The degree of using the evaluation results in calculating salaries and bonuses
2. Factors regarding older workers	- Income - Health - Residence - Family support - Friends' and colleagues' support
3. Effective use of elderly labour	- Enhanced health of older workers - Increased working capacity of older workers - Improved personal finance of older workers

4.2. Quantitative research

Definition of population

+ The population determined in this study encompassed older employees who were working in agencies, organizations, and firms in 3 Northern

provinces and cities - Hanoi, Thai Binh, and Ninh Binh.

+ The sampling frame included all senior workers satisfying the conditions of the study population, along with their personal information.

+ The sample size was determined as follows:

- For preliminary quantitative research: A total of 86 older employees were surveyed, among which 35 were from Hanoi, 23 from Thai Binh and 28 from Ninh Binh.

- For formal quantitative research:

In this study, there were 6 independent variables with 22 observed variables and 1 dependent variable with 3 observed variables. According to Hair et al. (2006), the minimum sample size required for EFA factor analysis is $5 \times i$ (with i being the number of observed variables). Thus, the minimum sample size was calculated as $5 \times 25 = 125$ observations. Meanwhile, according to Tabachnick and Fidell (2007), the minimum sample size needed to analyze multiple linear regression (MLR) is $50 + 8 \times q$ (with q being the number of independent variables). Hence, the minimum sample size was calculated as $50 + 8 \times 6 = 98$ observations. Therefore, in order to satisfy the above requirements, the minimum sample size to be surveyed was 120 observations corresponding with 125 elderly employees.

+ However, the number of currently working elderly employees, or the general population, could not be determined accurately. Therefore, to increase the representativeness, the study used the following formula for determining the sample size:

$$n = \frac{z^2 * p * (1 - p)}{e^2}$$

in which:

- n : is the sample size to be determined;
- z : is the distribution value corresponding to the selected confidence (for a 95% confidence level, z -value is 1.96...);

- p : is the population proportion (Usually the p -ratio is estimated to be 50%, which is the maximum likelihood of the population occurring);

- e : is the acceptable standard error (+ -3%, + -4%, + -5% ...)

In this research, the selected confidence was 95%, corresponding to the z-value of 1.96. The chosen maximum probability of occurrence was 50%. As a result, the minimum sample size selected for survey in the 3 provinces of Thai Binh, Ninh Binh and Hanoi would be:

$$n = \frac{(1.96)^2 * 0.5 * (1 - 0.5)}{(0.05)^2} = 384.16 \approx 385 \text{ elderly workers}$$

Thus, the study looked into 400 elderly workers, among which 161 people were from Hanoi, 133 from Thai Binh, and 106 from Ninh Binh.

Table 2: Sample distribution

City/ Province	Elderly workers engaged in economic activities	The proportion of elderly workers engaged in economic activities (%)	Sample distribution in preliminary quantitative study	Sample distribution in formal quantitative study
Hanoi	89.463	40.3	35	161
Thai Binh	74.138	33.3	28	133
Ninh Binh	58.644	26.4	23	106
Total	222.245	100.0	86	400

Sampling methods

To ensure the sample representativeness, the non-probability sampling method was applied. The sample units were then selected based on the convenience sampling method.

Data collection tools

On the grounds of qualitative research, the questionnaire was built on the 5-point Likert scale consisting of 1 - No impact/ improvement, 2 - Little impact/ improvement, 3 - Low/Moderate impact, 4 - Great impact/improvement, and 5 - Much greater impact/ improvement.

Data analysis

The data cleaning, encryption, data entry, and analysis of the questionnaire were handled through SPSS 22.0 software.

4.3. Scale evaluation

In evaluating the scale of factors affecting the effective use of elderly labor, the study conducted a reliability test for the remaining scales after excluding income (a continuous variable) and health and residence (dummy variables). The reliability testing results showed that all Cronbach's alphas were in the range from 0.8 to below 0.95. In particular, the coefficient alpha for the employment policy variable

was 0.897, for the work arrangement policy was 0.912, for the remuneration policy was 0.896, for the training policy was 0.902, for the work performance evaluation policy was 0.911, for factors concerning senior employees was 0.801, and for the effective use of elderly labor was 0.724. Hence, the scales used in this research were reliable and suitable for analysis.

After performing the EFA test, the results are as follows: i) For the scales of influencing factors, factor analysis was conducted once. The scales were highly reliable, no observed variables were eliminated and groups of variables

remained unchanged. ii) The resulting Kaiser-Meyer-Olkin (KMO) coefficient was greater than 0.5, indicating that factor analysis was appropriate.

Bartlett's test of sphericity was statistically significant at 5%, proving that the observed variables were correlated with each other in the population. Total variance explained of the factors was 81,995% (greater than 50%), which meant that 81,995% of the changes of the factors were explained by the observed variables in the model. After testing the EFA, all factors were shown to have observed variables related to the same factor. Therefore, the scales selected for the variables in the model need to be reliable and suitable.

5. Research findings

5.1. Organizational policies

Recruitment policies

According to the survey data, the organization's recruitment policy was rated at 3.2416 by the older employees. In the recruitment policy, the recruitment information regarding elderly workers was rated the highest with an average score of 3.3092, and the lowest went to the recruitment method with an average score of 3.1981.

Working arrangement policies for older workers

The study showed that, with an average rating of 3.8463, older workers believed that work arrangement policies affected the effective use of elderly

Table 3: Scales Testing results

Research variables	Observed variables	Correlation coefficient of the component-total variables	Cronbach's Alpha
Recruitment policies regarding older workers	Recruitment methods	.772	.873
	Recruitment criteria	.801	.848
	Recruitment information	.818	.834
Work arrangement policies for older workers	Work schedule	.817	.878
	Working conditions	.835	.863
	Job characteristics and positions	.817	.878
Remuneration policies for older workers	Salaries	.763	.878
	Rewwards	.787	.858
	Welfares	.836	.814
Training policies for older workers	Appropriate training plans	.806	.859
	Flexible training time	.837	.831
	Budget support for training plans	.774	.885
Performance evaluation policies for older workers	Performance evaluation methods	.774	.891
	Evaluator	.794	.887
	Evaluation criteria	.838	.877
	Evaluation feedback	.752	.895
Factors regarding older workers	The level of using the evaluation results in calculating salaries and bonuses	.714	.903
	Family support	.678	.801
	Friends' and colleagues' support		
	Health	.444	.692
	Working capacity	.475	.682
Effective use of elderly labour	Personal finance	.446	.692

Source: Results from data processing by SPSS 22.0

Table 4: Senior employees' assessment of the impact of the recruitment policies on the effective use of elderly workers

Recruitment policies regarding older workers	Mean	Standard Deviation	Coefficient of Skewness		Coefficient of Kurtosis	
			Value	Standard error	Value	Standard error
Recruitment methods	3.1981	1.05268	-.458	.168	-.314	.334
Recruitment criteria	3.2174	1.11307	-.461	.169	-.371	.337
Recruitment information	3.3092	1.13505	-.658	.169	-.229	.336
Recruitment of older workers	3.2416	1.02355	-.606	.169	-.166	.337

Source: Survey data

labor. The average values for the work timetable, working environment, and job characteristics and position factors were 3.8301, 3.8641, and 3.8447, respectively.

Remuneration policies for older workers

During the research process, a fair proportion of senior employees believed that they would continue to work after retirement to increase the income of their own and their families. The survey results pointed out that the remuneration policies for the elderly were rated highly at 3.8431. Among these, the welfare policy held the highest average score of 3.9559, followed by the bonus plan at 3.8186, while the salary policy was rated lowest at 3.7549.

Training policies for older workers

Evaluation by the senior workers revealed that training policies held a low average score of 2.8599, indicating its little impact on the effective use of elderly labor.

Work performance evaluation policies for older workers

In line with the results, the

Table 5: Senior employees' assessment of the impact of the work arrangement policies on the effective use of elderly workers

Work arrangement policies for older workers	Mean	Standard Deviation	Coefficient of Skewness		Coefficient of Kurtosis	
			Value	Standard error	Value	Standard error
Work schedule	3.8301	1.12023	-1.090	.169	.637	.336
Working conditions	3.8641	1.12123	-1.102	.169	.632	.336
Job characteristics and positions	3.8447	1.15421	-1.075	.169	.420	.336
Arrangement of older workers	3.8463	1.01202	-1.382	.169	1.500	.337

Source: Survey data

work performance evaluation policy had an average score of 3.0505. More specifically, the evaluator and the evaluation criteria were the two factors that were voted to have very little impact on the effective use of elderly labor with the lowest points of 2.8398 and 2.92166, respectively. Evaluation feedback was rated at 3.0922. Meanwhile, the highest average score of 3.3932 belonged to the use of evaluation results in deciding salaries and bonuses...

5.2. Factors regarding older workers

The factors regarding old workers were highly appreciated by the senior employees, having an average score of 3.8703.

5.3. Evaluate the impact of factors on the effective use of elderly labor

From Cronbach's Alpha and EFA test results, the study conducted multivariate regression testing to analyze the impact of factors on the effective use of elderly labor (in respect of the level of improvement in the health, working capacity, and personal finances of older workers while working in the organization).

According to the regression analysis results, organizational policies had a great influence on the change of the elderly after employment considering the highest regression coefficient of 0.509. This was followed by the residence factor with a coefficient of 0.279. The impact levels of the remaining independent variables being health, income, and family and friend support were meas-

Table 6: Regression Analysis results

	Unstandardised regression coefficient		Standardised regression coefficient	T value	T significance	Variance inflation factor (VIF)
	B	Standard error				
B ₀	2.291	.224		10.237	.000	
Organizational policies	.304	.036	.509	8.428	.000	1.031
Income	.026	.009	.213	2.994	.003	1.428
Residence	.272	.062	.279	4.357	.000	1.159
Health	.264	.073	.265	3.596	.000	1.532
Family and friend support	.088	.034	.164	2.596	.011	1.126
R ² (Adjusted): 0.539; F value: 31.436, Sig< 0,05						

Source: Results from data processing by SPSS 22.0

ured at the coefficient values of 0.265, 0.213, and 0.164, respectively.

6. Conclusion

The research findings indicate that organizational policies and factors regarding older employees have an impact on the effective use of elderly labor. Especially, the work arrangement and remuneration policies are of great concern to the senior workers. Meanwhile, the organizational policy is the factor having the most significant influence on the elderly's lives after getting employed.

Therefore, to promote the effective use of elderly labor, we need to raise the social awareness of the senior workers and enhance the physical and mental health of older people in Vietnam. Organizations need to establish and develop specific management policies regarding senior employees. Employers should design appropriate recruitment criteria and suitable working environments for older people to encourage them to participate in the labor market. There should be internal and external communication activities to eliminate age discrimination and negative stereotypes against older employees. The workplace and the tools can also be adjusted to minimize barriers for them. Managers need to provide sensible workload and flexible work arrangements as well as expand job opportunities for old people. Having appropriate remuneration policies are also crucial to retain senior employees. Additionally, family and friends of the elderly should show supports when the elder has adequate physical and mental strengths and want to continue working. ♦

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Summary

Bài viết nghiên cứu tác động của chính sách của tổ chức và các nhân tố thuộc về lao động người cao tuổi đến sử dụng hiệu quả lao động người cao tuổi Việt Nam. Kết quả nghiên cứu cho thấy các chính sách của tổ chức có tác động lớn đến sử dụng hiệu quả lao động người cao tuổi. Các nhân tố thuộc về lao động người cao tuổi cũng tác động đến sử dụng hiệu quả lao động người cao tuổi. Sau khi lao động người cao tuổi tìm được việc làm thì chính sách của tổ chức là biến có tác động nhiều nhất đến cải thiện cuộc sống của lao động người cao tuổi. Trên cơ sở kết quả nghiên cứu, tác giả đề xuất một số gợi ý giải pháp nhằm sử dụng hiệu quả lao động người cao tuổi Việt Nam trong thời gian tới.

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- Journal of Labour and Social Affairs
- Economy & Forecast Review.
- Journal of Economics and Management,
- Asia-Pacific economic review
- Finance Review
- International Journal of Innovation, Creativity and Change (IJICC)