Chapter 13
Ageing, Work-Life and Lifestyle: Reflections from Thailand

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Abstract Since 2005, Thailand has emerged as an ageing society, as the proportion of the population more than 60 years of age accounted for more than 10% of the total population. The Thai government developed the National Plan on the Elderly (2002–2021) which was revised in 2009, and a second revision was made in 2020 by extending the plan to the end of 2022. This plan emphasises that the elderly are valuable assets to the society. In 2019, the total Thai population was around sixty-six million people with the number of people over 60 years around 12 million (18.8%); and those over 65 years old amounted to approximately 8 million (12.1%). Recent research in Thailand shows that elderly people are still capable of learning and want to engage with society. The chapter analyses the Thai government policy which is aligned with the United Nation's Sustainable Development Goal (SDG) 8: 'promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'.

Keywords Ageing · Baby boomers · Elderly · Lifestyle · SDGs · Work-life

13.1 Introduction

This chapter focuses on the United Nations Sustainable Development Goal (SDG 8) – Decent Work and Economic Growth – with a focus on target 8.5 – 'to achieve full and productive employment and decent work' and 'to provide a conducive workplace' (sdgs.un.org/publications/sdg-global-practices-2020) for the ageing workforce in Thailand. It also considers the efforts of government and non-government

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Table 13.1 Thailand Profile in 2020

Capital	Bangkok
Official language	Thai
Total population	66 million
Children (under 15 years)	11.2 million (16.9%)
Labour force (15–59 years)	43.2 million (65.45%)
Current population aged 60+	12 million (18.8%)
Current population aged 65+	8 million (12.12%)

Source: Mahidol Population Gazette, Institute for Population and Social Research, Mahidol University from http://www.ipsr.mahidol.ac.th/ipsrbeta/th/Gazette.aspx. as of 1 January 2019

organisations (NGOs) to encourage 'the active participation of older persons in the labour market' (UN 2018) and some elements of the 'healthy ageing' agenda promoted by the World Health Organisation (WHO 2020); in relation to the findings from a systematic literature review of the findings from locally-conducted recent research studies. As estimated by the UN Department of Economic & Social Affairs (2017), 38% of the populations over 65 years in Asia remain in the labour market; with approximately 18% over 60 years and 12% over 65 years in Thailand (see Table 13.1 above). Whilst these proportions are less than those in other comparable Asian countries, their relatively large size (20 million) demands serious attention from both government and non-government organisations. Issues such as flexible retirement policies and taxation-funded minimum pensions for the ageing population, together with the continuing access of older people to education, vocational training and reskilling opportunities provided by managers with inclusive attitudes, emerge in the literature analysed for this chapter. The themes from previous research articles in academic journals were examined in order to understand the work and lifestyles of the elderly and the characteristics of the ageing population and baby boomer generation. Its contribution is its critical analysis of the social and work-related needs and expectations of ageing workers in Thailand, and its recommendations for more appropriate approaches to encourage the human capital contributions of the ageing population in Thailand, as well as suggesting avenues for future research.

It begins with a brief country context section, followed by an explanation of the research methodology, with later sections on the research findings, and ends with a summary of the findings and subsequent discussion. It reflects on the current government and private sector strategies, policies and practices, and suggests suitable approaches to promote the value and quality of the aging population in Thailand.

13.2   Country Context

Thailand, or the Kingdom of Thailand, is located in Southeast Asia, and is a founding member of ASEAN. Its neighbours are Myanmar, Laos, Cambodia and Malaysia. It covers 513,120 square kilometers (198,120 sq mi) and it is comprised of 76

provinces, with Bangkok the largest and the capital city. Its key demographic characteristics are included in Table 13.1 above.

Thailand transitioned into an ageing society in 2005 when the number of people aged over 60 years reached 10% of the total population (Thammasane 2012). In 2020, the Thai median age was 39 years old, the life expectancy for males was 72.4 years and for females, 78.9 years. The majority of the workforce is under 35 years old, with a total workforce of around 39.1 million people. The minimum wage per day in Thailand is 313 THB (around 10 USD) and the unemployment rate hovers around 1.5% (Thailand Board of Investment 2021). It has been recognised that Baby Boomers (employees who were born between 1947 and 1966) have played a significant role in driving the economy, and many of them are still working in many organisations. Some are even in C-level positions, acting as key decision-makers and key players in their companies. There are cultural reasons for this in many organisations based on Buddhist beliefs about the wisdom attributed to older people and hierarchical organisational structures.

The Thai government introduced various policies intended to drive economic growth through optimising the contributions of the ageing population by extending the retirement age, retraining older workers and developing new workforce skills, and providing jobs and welfare. In addition, it granted occupational loans to business and created databases on the ageing labour market in order to support the private sector to continue employing the elderly; promoting work at home or work in the community; and reducing tax for employers hiring aged employees (Sawatpol 2020). These measures were aligned with the United Nation's Sustainable Development Goal 8 (SDG 8) – 'to promote sustained, inclusive and sustainable economic growth, with full and productive employment, and decent work for all' (United Nations 2015). However, the outcomes of these policies have been limited due to a lack of specific operational plans, inadequate data, and insufficient collaboration among the key stakeholders linked to the policy program (Sawatpol 2020). Recently, the Thai government decided to delay its plan to extend the mandatory retirement of government officers from 60 to 63 years, due primarily to the state of the economy system due to the COVID-19 pandemic. This plan will be reconsidered after the pandemic (The Government Public Relations 2021). Even though many small and medium enterprises (SMEs) in Thailand are focused towards achieving the SDGs (Sapsanguanboon and Faijaidee 2020), there have been challenges in the effective implementation of policy. As examples, many Thai SMEs suggest that their current job vacancies do not match the skills of their ageing employees, and others wanted to avoid paying higher employee welfare costs (Sawatpol 2020). In addition, most Thai SMEs would like to adopt the new automated technologies into their business operation and working procedures at the expense of their ageing workers. As a result, an accurate information base and clear understanding of the Thai ageing population is needed in order to understand the issues and suitable policies developed to achieve sustainable development in Thai society. This chapter contributes to this goal by analysing the relevant literature in these areas within a Thai context.

Between 2019 and 2020, like most other countries, Thailand has faced the COVID-19 pandemic which has impacted the whole country from middle-class

households to the poor. There have been widespread job losses which seriously threatened the goal of poverty reduction in Thailand (The World Bank 2020). The tourism industry was in severe distress due to restricted travel from other countries and social distancing measures. The numbers of both inbound and domestic tourists sharply decreased, which caused huge job losses and adversely affected the Thai economy (World Bank Group 2021). As an illustration of this impact, Thailand's Real GDP in 2018 was 4.2% but it dropped to 2.4% in 2019. In 2020, Thai GDP was reported at 501.8 billion USD, and GDP per capita was 7219.2 USD per person per year. Overall, the GDP declined by 6.1% from 2019 due to the COVID-19 pandemic. More key economic indicators associated with family units are shown in Table 13.2.

From the above information, an average Thai family has excess revenue above their expenses around 170 USD. However, family debt was around 31 times higher than the margin of the family in each month. This implies that family savings are minimal, as earnings from each month are needed to pay off existing debts, causing many families to seek more loans to pay off the existing debts, thus increasing their debts perpetually over time.

13.3   Use of Information & Communication Technologies

The 2020 report on the use of information and communication technologies in households from the National Statistical Office in Thailand revealed that 97.4% of Thai families possess a mobile phone, and while 85.2% of the families can access the internet, only 19.3% of them had a computer in the family. In individual terms, 60.5 million people used a mobile phone, 49.7 million people can access the internet, but only 16.eight million people own their own personal computer (National Statistical Office 2020).

Of the 49.7 million people who used the internet. 99.2% accessed it via mobile phone, 27.2% via personal computer, 12.5% via notebooks, and 3.9% used tablets to access the internet. So, based on the accessing devices, 92% of Thai internet users spend their time on the social network on their mobile phones. The internet was a source of connection and entertainment and to some degree for personal development. Data, news and general information were widespread among people connecting to the internet, and new communication devices (smart phones) have become

Table 13.2 2020 Thai Family Economic indicators (per month)

Key indicators	Thai Bath (THB)	USD (31 THB = 1 USD)
Average revenue per family	26,018	839.29
Average expense per family	20,742	669.09
Average debt per family	164,055	5292.09

Source: http://www.nso.go.th/sites/2014/Pages/home.aspx, accessed on 22 January 2021

daily devices for many people. It has been a challenging time not only for ageing Thais but also many Thais in balancing the adoption of the new technology and increasing personal and family wealth. While organisations may want to upgrade with new technology or new processes, in order to save costs and reduce the number of employees, it is clear from this research that this transition was complex. The challenging time of the COVID-19 crisis affected how Thais support the quality of living and care of the older generation with severely limited national resources.

The next section of the chapter explains the research methods used by the author to analyse how the government and relevant other organisations have historically managed the key challenges of supporting the ageing workforce to strengthen economic growth, and some of the shortcomings and potential future approaches.

13.4 Research Approach

Building on the guidelines of a systemic literature review (Bowen 2009; Xiao and Watson 2019), document analysis was the main method used in this qualitative research study. This method provides a summary of the contributions of researchers and practitioners on the Thai ageing population challenges, and allows exploration of the strengths and weaknesses of current research, thus identifying future research directions. The author identified the relevant research contributions from library databases and then examined the literature to elicit the key emerging themes on the ageing population challenges in Thailand (Bowen 2009), in order to:

1. Understand and explain the work and lifestyles of the ageing population, and
2. Reflect on the current practices and policies to promote the value and quality of the ageing population.

This is in line with the United Nations' (2015) SDG 8 – 'promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all' – with a particular focus on target 8.5 – 'to achieve full and productive employment and decent work…. (Within) a conducive workplace' for ageing workers (41 pages)

The published scholarly articles in Thai academic journals which explored in detail the work and lifestyles of the Thai ageing population, especially those aged 60 years and over, were the major sources of the data for this study. The articles analysed were obtained from the Thai journal online database (www.tci-thaijo.org), which is the electronic database centre for Thai journals in the science and technology and social and humanity domains. The website serves as a nation-wide access platform, and acts as a knowledge asset for research and academic journals in Thailand. Two keywords "baby boomer" and "generation" were used in searching for articles from this database. These two key words were used in order to represent the Baby Boomer generation (those born between 1947 and 1966), which constituted the focus group for this research as they are categorised as 'elderly' in this context.

Table 13.3 Year of Publication (n = 35)

Year	Frequency	Percent
2020	1	2.85
2019	9	25.71
2018	7	20.00
2017	8	22.85
2016	5	14.28
2015	3	8.57
2013	1	2.85
2009	1	2.85

Forty-five relevant articles were obtained from searching the Thailand electronic database. Most of the articles are from the *Social and Humanity Journal*. According to the publication guidelines in this database, each article had been peer-reviewed. Two criteria were used to evaluate the credibility of the source – the accuracy and consistency of the topic, and content in the journal (Bowen 2009). Thirty-five articles met the criteria and were related to baby boomers' work and lifestyles, which are the key areas of interest of this research. Table 13.3 shows the year of article publication and Table 13.4 presents the keywords that were used in the identified articles.

From the thirty-five articles related to the areas of study, the majority (approximately 68.57%) were published between 2017 and 2019. Thailand has been considered an ageing society since 2005 (Sasiwongsaroj and Burasit 2019). As the majority of research outputs were published since 2017, it has apparently taken some time for Thai scholars to recognise and become interested in this topic. However, the 35 articles are a miniscule number of articles published since 2009, indicating a fresh research field for Thai scholars. As there are such a limited number of research studies, there is an undeveloped understanding and knowledge about this ageing population. It is recommended that a strategy to take care of this aging population after their retirement be developed, as this would help in raising awareness in Thai society to think and make plans to support the government policy. The Thai family is also the key unit in supporting each individual older person in their family. In order to achieve the goals of the National Plan on the Elderly (2002–2021) 1st Revision of 2009, Thai families should be one of the targets to raise the quality of life for the ageing population.

This table shows the frequency of key words that were used in the obtained articles more than once. Apart from the two main key words (Baby Boomers) that were used for searching the target articles, "Generation X" and "Generation Y" were two other keywords that were identified 9 and 8 times respectively in the literature. Other associated words were used considerably less frequently. The collected information from the literature search was used to consider the research questions (Bowen 2009). First, the author examined and analysed the content of the articles. Each article was read and re-read in order to assign a code which was extracted from

Table 13.4 Keywords

Keyword	Frequency
Baby boomers	16
Generation	9
Generation X	9
Generation Y	8
Lifestyle	3
Behavioural intentions	2
Knowledge management	2
Organisational commitment	2
Physical exercise	2
Retirement	2
Work values	2

the content. The assigned code was given according to the main research method of each article such as areas of study, target population, location of study and results. Codes were assigned to reveal perspectives or an interest in the ageing population that was shown in the investigated articles. Data was then tallied and grouped into the table. The following sections outline the findings from the analysis.

13.5 Research Findings

This section of the chapter details the findings from our document analysis, including the types of articles studied, the locations of the studies, their contents and key topics, and their past or future foci, with the intention of identifying key issues and their implications for the ageing (Baby Boomer) population in Thailand; as well as how effectively the associated government strategies and policies address their needs in pursuit of the social development goals.

13.6 Article Types

From the 35 identified articles (Table 13.5), thirty were research articles (85.72%) and the majority (57.16%) used quantitative methods, with the remainder either mixed or qualitative methods (14.28%). In this research, academic articles represented 14.28% of the sample, which attempted to provide basic knowledge about the differences between generations, how to manage or create diversity in the workplace, and how to transfer knowledge from the older generation to the younger ones (Popaitoon et al. 2016; Sawatpol 2020). These articles primarily recommended improvements in management and human resource management (HRM) practices

Table 13.5 Article Type/Research Methods (n = 35)

Type of article/research methods	Frequency	Percent
Research article	30	85.72
Quantitative method	20	57.16
Mixed method	5	14.28
Qualitative method	5	14.28
Academic article	5	14.28

to create and enhance diversity and work-life balance in the workplace. The quantitative articles also examined similar topics concerning marketing practices and the differences between the generations (Hanmano 2015; Thammasane 2012). More details are included later in this section (Yooprasert and Chakchaichon 2019; Yusabai and Boonsong 2017).

13.7   Study Locations

Whilst the majority of research studies (48.72%) focused on Thailand's capital city (Bangkok) and a minority (15.38%) investigated the ageing population in regional cities such as Chiangmai, Ayuthaya, Nakornrajsima, Chantaburi, and Saraburi; a significant proportion (35.90%) did not include a specific location, presumably because they adopted a national approach. Policy-makers need to be aware of the different economic conditions and diverse profiles of the ageing population in the different provinces of Thailand in order to understand how to address the relevant workforce issues. The key differences here include workforce characteristics; access to jobs, technology and skills development; and employer attitudes towards employing ageing workers. This information cannot provide the complete picture or information of the studied workers, as missing information may help to understand more about the background of the ageing population, especially the Baby Boomer generation, in Thailand. Developing or creating appropriate policies that will simultaneously address economic imperatives and the UN's SDGs will require consideration of these regional differences, in order to assure that they will be applicable, suitable, and directly attuned to their needs and lifestyle preferences.

13.8   Key Topics of the Studies

The content of the articles was analysed to identify the specific topic of each study (see Table 13.6). The topic of each article; its research objectives, main content and key results were investigated in this identification. In total, sixty-four topics were identified from the thirty-five articles. The top three topics were, in order of importance: relationships in the workplace, lifestyle, and motivation, which accounted for 26.56%, 23.44% and 15.63% samples respectively. Health, culture, and

Table 13.6 Topic of study (n = 64)

Topic of study	Frequency	Percent
Relationships in the workplace	17	26.56
Lifestyle	15	23.44
Motivation	10	15.63
Decision making	6	9.38
Tourism	3	4.69
Housing	3	4.69
Population	2	3.13
Internet banking	2	3.13
Consumer behavior	2	3.13
Retails business	1	1.56
Health	1	1.56
Culture	1	1.56
Environment	1	1.56

environmental topics were the least important topics included, as these three topics are currently not fully integrated into the workplace practices in Thailand. These findings revealed that most of the published articles associated with the ageing population were concerned with their lives in the workplace, and how to create strong relationships with their managers and colleagues; understanding the differences between different generations in the workplace; and their work motivations. These topics indicate the importance of developing effective strategies and policies to leverage the human capital of both older and younger employees in the workplace in order to reflect social diversity and enhance organisational productivity and effectiveness.

However, some articles also provided suggestions about increasing the quality of life outside the workplace for ageing employees, including improving their housing quality (Kerdyam 2018); and assisting them to adapt their lives in modern society with information on travel destinations (Chaijan 2016), adopting new skills related to internet technology (Kiattisin et al. 2018), and improving their healthcare after they retired (Khanthavit 2015). Some research findings identified challenges linked to post-retirement circumstances. Baby Boomers are apparently concerned about their health (Eiamkanchanakai et al. 2013). They have to maintain their fitness through regular exercise to keep in good health and maintain family security (Khanthavit 2015). In house activities related to the separation of waste or environmental concerns (Srijuntrapun 2019) may be an option to earn a small amount of money. Others chose to keep their houses in good condition for their family members.

Lifestyle choices outside the workplace, such as travelling (Anekjumnongporn 2018; Chaijan 2016; Wongpradu and Panichpathom 2019) and buying behaviours (Hanmano 2015) were also identified as being important. Baby Boomers preferred to travel to other destinations in Thailand with their family members for a recreation on weekends. Their decisions on travel were based on advertising and reference information from their friends (Anekjumnongporn 2018: Wongpradu and Panichpathom 2019). Studies also indicated the differences between travel patterns and buying

behaviours based on education levels, income, and location (Anekjumnongporn 2018; Chaijan 2016; Wongpradu and Panichpathom 2019). These results indicated that Baby Boomers' physical ability and both personal and family wealth were the major conditions for their quality of life after retirement. While they were working, their priorities were saving money and maintaining good health.

13.9   Key Research Perspectives

This section presents the key perspectives of the researchers when approaching the ageing population challenges in Thailand (see Table 13.7). Some research was associated with a particular perspective, while others combined several perspectives. For this aspect, forty-two relevant topic of articles were identified. The predominant perspective was Human Resource Management (40.48%), followed by Marketing (19.05%). Other titles were Information Systems, Tourism and Population (each accounted for 7.14%). The lowest frequency (2.38%) identified from this sample were Environment, Knowledge Management, Political Science and Health Care.

Most of the articles were in the areas of management and organisational context, aiming to understand the interaction and relationships between the different generations in the workforce. In essence, researchers attempted to provide an understanding of work life in an organisation, especially for the Baby Boomer generation. The majority of studies focused on how to increase employees' productivity by investigating the relationships with work value, commitment, work life balance, and flexible benefits. The findings indicated minimal differences among generations who worked in an organisation. Very few studies examined saving for the retirement of employees, but there were some studies on pension funds, saving for housing, and health insurance. There was an absence of research on securing quality of life after a retirement. Several studies investigated the travelling behaviours and the application of new technologies for buying goods and services. In summary, the results

Table 13.7 Research perspectives (n = 42)

Subject of research	Frequency	Percent
Human resource management	17	40.48
Marketing	8	19.05
Information system	3	7.14
Tourism	3	7.14
Population	3	7.14
architecture/housing	2	4.76
Policy making	2	4.76
Environment	1	2.38
Knowledge management	1	2.38
Political science	1	2.38
Health care	1	2.38

were on the themes of satisfaction and quality of life during working time and living after retirement.

13.10   Past or Future Orientation?

The key contents and main findings of the articles were analysed. Most of the articles (88.57%) were oriented to understanding what had happened in the past. Only 11.43% attempted to forecast and to try to predict what would happen in the future for the Thai ageing population. The future-oriented studies contained material on expectations after retirement, physical exercise and health benefits, attitudes and behaviours with respect to leisure and tourism, and planning related to housing after retirement.

The previous research on an ageing population that were done in Thailand, again paid attention to the quality of life after retirement. Most of them provided a snapshot of the situation. From the findings, no single study collected data over a period of time. There was a big difference in the number of studies on the time orientation. As explained earlier in this chapter, most of the studies were conducted in the Bangkok area, rather than the rest of Thailand. The results are therefore somewhat limited and cannot explain all situations across Thailand. In order to cope with the huge changes in the future, Thai scholars and policy maker may need to find more deliberative information, in terms of information from each region, results that provide the time-series results, or even the meta-results of the government measures on this particular issue. These could help in both understanding current critical situations and predicting future situations in each region of Thailand. These would help in inducing the right policy based on that data.

The following section discusses the research findings on generational differences in employees' needs, expectations and attitudes to their jobs and organisations. These differences provide information that will assist the government and NGOs to better support the ageing population and thus contribute to achieving the objectives of promoting sustained, inclusive and sustainable economic growth (United Nations' Sustainable Goal 8), and in particular, target 8.5 – 'the active participation of older persons in the labour market' discussed at the beginning of this chapter.

13.11   Generational Differences

Various research articles focused on work life among the three generations. They investigated the differences in work motivation, commitment, value and expectations toward work among the three generations. The results found that Baby Boomers had largely prepared themselves for retirement, as most of them had spent quite a long period of time in their work. They prepared themselves by saving money and looking for a place to live after retirement. They needed welfare and

health support as well as commitment to their work and their organisations more than other generations (Yooprasert and Chakchaichon 2019; Yusabai and Boonsong 2017). Further investigation found that most Baby Boomers also stay longer in the organisations. They have more years of work experience, so they have adjusted themselves better. It was undoubtable that the Baby Boomer group had a higher level of organisational commitment than other generations. One research study focused on the university sector between staff and lecturers of various generations confirmed that Baby Boomers scored both higher work value and commitment scores than other generations (Leesiriwattanagul et al. 2018). However, the analysis revealed that this score was not significantly higher than other generations in an organisation. These findings may lead to further study or research to investigate this phenomenon in Thailand.

Baby Boomers also valued security and convenience as the number one and two issues, followed by closeness to family. These findings suggested that they preferred the same kind of job and work routine with which they were currently familiar. They did their work for the purpose of their family and for self-support in living after retirement. These issues are important in Thai society for cultural reasons (Manmin and Tantivejakul 2017). When Baby Boomers are happy with their family, they are more satisfied and committed at their workplace (Chokthananukoon and Dhirathiti 2017). Baby Boomers also assessed their work environments as to whether it enables them to learn and grow. They look for factors which would help them to feel part of the organisation and commit more time and energy towards it (Popaitoon et al. 2016).

13.12   Conclusion

The findings from our bibliometric study suggest significant management recommendations in order to create productive employment and decent work for all. For example, organisations may need to assess the value of all their staff in order to design an effective policy in responding to business objectives, whilst simultaneously taking care of their ageing employees' needs and satisfying their important motivators and values. Consequently, these employees would be more likely to enhance their commitment toward their work and organisations.

Baby Boomers should also be encouraged to fulfill their needs outside the workplace after their retirement, including various activities in their residential areas such as spiritual practices, gardening and feeding pets, and volunteer activity. Most of the interesting activities reported were grouped as self-care and entertainment through social involvement and engagement. Some preferred to do activities with their family members (Chindapol 2018), whilst others were concerned to protect their environments after retirement, including waste separation. This was due to their increased leisure time, and in some cases, they also earned a small amount of money for these activities. It could not only help to improve the quality of living but also provide a benefit in keeping them more active in their retirement (Srijuntrapun 2019).

Regarding new technology, current research reflects interesting insights about the Baby Boomer generation. They use many kinds of technology from the internet to smart phones for communication and various mobile applications (Kongmaneechachwan and Suwannoi 2019). Many ageing people in Bangkok have experience in using internet banking, due to its ease of use and efficiency and the availability of support when problems occurred. However, some reported that they felt that other people expected them to use the internet banking system even if they were unwilling or unable to do so (Kiattisin et al. 2018).

Baby Boomers have also experienced the use of QR Code application from smartphones these days. Kongmaneechachwan and Suwannoi (2019) found that Baby Boomers perceive that QR Codes were easy to use and useful. They also understood about the risk of hacking. However, in Chiangmai, the largest province in the northern part of Thailand, taxi drivers of the Baby Boomer generation mostly adopted mobile phones with only basic functions such as calling and receiving calls among the driver's network. They did not apply for internet usage from mobile phones, so such applications were usually not installed or used (Tayarungsee and Sonprjuk 2017). This finding demonstrates the differences between urban and rural environments and different provinces in Thailand. In contrast with Baby Boomers in Bangkok, those in Nakorn Ratchasima Province (a major city in the northeast of Thailand) preferred to go shopping for daily grocery items at the modern store near their living area. They preferred to go with their family on Sunday, mostly visiting convenience stores. They also preferred paying goods by cash (Hanmano 2015). These findings suggest that there is inequitable technology literacy amongst elderly people in Thailand, which provides an opportunity to retrain them and make them familiar and comfortable with the new technologies. Then the new technology would be a tool to equip them to have a better quality in their life after retirement. However, the National Plan on the Elderly (2002–2022) phase 2 started the 2nd revision in year 2018 and finished in 2021. The plan changed its name in 2020 by adding phase 2 into the title and changed some of its key performance indicators. The revision plan aims to encourage collaboration across the ministries to take care of the ageing population.

In conclusion, Thailand has inevitably faced a hard time in maintaining the quality of life not only for the aging population but for all generations, especially during the COVID-19 pandemic since 2019. The government's plan to extent the working age from 60 to 63 years was postponed due to the limited amount of budgeting and monetary system of the country during this period. While in the private sector, many companies were missing their revenue growth targets, overall Thai GDP has also declined since 2019. To meet the United Nation's Sustainable Development Goal (SDG) 8 – 'on promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all' (United Nations 2015) – it may be required to include all generations, not only the ageing workers group. Some of the latter group were slow in adopting the new technology that most organisations want to apply in order to transform their working processes and cultures.

With only a few more years to serve in an organisation, these ageing workers may need to reconsider their roles to be mentors or advisors to the younger workers.

They may need to be part of an organisation's succession plan to help or sustain its performance. It is time to help an organisation to have a smooth transition from the Baby Boomer generation to the younger ones. Key decision makers should slowly transfer responsibilities to younger or newer employees. The ageing group also may need to consider spending or creating a life outside their work organisations. The age of 55 is possibly the right moment to prepare for a pleasurable life after retirement, engaging more with the community, and being active in community services in order to maintain their quality of their life. So 'the *productive employment and decent work for all'* goal should not be limited to working with organisations and ending their work lives at 60 years of age. This ageing group could work for the community or do work that focuses on aged care services. This would be a key part in fulfilling the Thai government's plan to promote the elderly as valuable assets to the society and a contributor in sustaining economic growth, in accord with the SDG-8.

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