



Factors Influencing Bridge Employment Engagement: With Reference on Health Sector in Sri Lanka

Pabasara Senasinghe¹ and Vilani Sachitra^{1*}

¹*Department of Commerce, Faculty of Management Studies and Commerce, University of Sri Jayewardenepura, Sri Lanka.*

Authors' contributions

This work was carried out in collaboration between both authors. Author PS designed the study, performed the statistical analysis and wrote the protocol. Author VS managed the analyses of the study and wrote the first draft of the manuscript. Both authors read and approved the final manuscript.

Article Information

DOI: 10.9734/SAJSSE/2020/v8i130203

Editor(s):

(1) Dr. John M. Polimeni, Albany College of Pharmacy and Health Sciences, New York, USA.

Reviewers:

(1) Larisa Mihoreanu, Bucharest University of Economic Studies, Romania.
(2) Georgios Giannakopoulos, National and Kapodistrian University of Athens, Greece.
Complete Peer review History: <http://www.sdiarticle4.com/review-history/60638>

Original Research Article

Received 28 July 2020
Accepted 02 September 2020
Published 09 October 2020

ABSTRACT

Purpose: Ageing population will eventually have a dramatic effect on the country's economy, as it influences on the size of the labor force available. Indorsing longer working lives by encouraging retirees back to the work force has been encouraged by many as a viable option to combat this issue and one way to do this is through bridge employment. Bridge employment is paid work undertaken after retirement from the main vocation but before leaving the labor force completely. The aim of this study is to identify factors influencing bridge employment in health sector in Sri Lanka.

Design: Comparing developed and developing context literatures, the study focused on how job-related factors (financial motives and organizational environment) and the societal-level factors (personal fulfillment and social relationship) affect to the bridge employment. Quantitative approach was used. Primary data were collected through a questionnaire survey. To fulfill the study aim, 296 employees representing doctors and nurses, were taken as the sample of this study.

Findings: The binary logistic regression analysis results indicated that 21.9 per cent variation of the bridge employment can be explained by organizational environment, financial motives, social

*Corresponding author: Email: vilani@sjp.ac.lk;

relationship and personal fulfillment. Among the factors, personal fulfillment, social relationship and organizational environment were significant determinants of bridge employment in health sector in Sri Lanka. Financial motive was not a significant predictor on bridge employment engagement.

Research Implications: The study findings can aid to healthcare centers and pharmaceutical industry as great opportunity in gaining expertise knowledge of bridge employees by understanding influences of personal fulfillment, social relationship and organizational environment factors on their expectations. Further, the findings will be useful to local and global human resources specialists to access and evaluate the research findings to develop new HRM practices based on bridge employment.

Limitations: The responsiveness of older employees to providing data, is below than the expected responsiveness.

Keywords: Bridge employment; health sector; Job-related factors; societal-level factors; binary logistic regression.

1. INTRODUCTION

The population changes in the future will eventually have a dramatic effect on the country's economy, as it influences on the size of the labor force available [1]. Endorsing longer working lives by encouraging retirees back to the work force has been encouraged by many as a viable option to combat this issue [2], and one way to do this is through bridge employment.

Bridge employment is paid work undertaken after retirement from the main vocation but before leaving the labor force completely [3]. Bridge employment is classified into two basic types based on career field: career bridge employment (i.e. involving in bridge employment in the same industry or field as the career job) and bridge employment in a dissimilar field [4,5].

A small stream of research in the bridge employment scope has examined the expectations of employers in engaging bridge employees, and of employees in involving in bridge employment [6,7,8]. Given benefits of bridge employment at organizational and individual levels, several researchers called for research on the mechanism leading extremely skilled older coworkers to decide to chase their jobs by holding a career bridge employment rather than to choose to fully retire [9]. In that viewpoint, conceptual models integrating different retirement purposes need to be developed.

Equally personal variables such as personality trait, financial situation, marital quality, and organizational variables (e.g. organizational commitment, work stress, job satisfaction, self-directed career attitude, have been shown to influence the different retirement intentions [9].

Dingemans [10] suggest that additional research desires to inspect the relationship between purposes to engage in bridge employment and subsequent behavior and the aspects that can impact on that relationship. Dingemans [10] propose a number of life path elements of bridge employment such as socio-economic factors and health factors, work and retirement background, and family obligations. Job-related factors comprise the work environment, work role, and attitudes [11]. Finally, Societal-level factors, such as government policies, the employment rate, and the economy can also influence on the availability of opportunities for bridge employment [11].

Sri Lanka ageing population pattern is relatively high compared with other South Asian countries. Workforce ageing means that the proportion of older workers relative to younger workers is growing rapidly [12]. The population share in the age category of 60 years and above, which accounted to 12.4 percent [13] of mid-year population. In 1981 there were one million elderly people in Sri Lanka, who accounted for 6.6 percent of the country's entire population, but this number will enlarge up to 6.3 million in 2050 accounting for 27.4 percent of the country's total population [14].

The rapidly increasing aging population that Sri Lanka faces might create a scarcity of young employees in the labor force as the proportion of the elderly rises. Overtime, a large-scale withdrawal of experienced human capital could be seen as the elderly retire, further worsening the shortage of talent. Additionally, as a greater percentage of the population reaches retirement age, majority of people will be drawing from public-funded pension schemes which would require higher government expenditures on the

retired. The government will also have to assign more funds for their welfare and healthcare needs, hence national expenditure priorities distracting from other infrastructure needs [15]. Sri Lankan demographic experts suggested some possible solutions include making the workforce more female friendly, as life expectancy rate rises increase the retirement age from current age of 60, introduce programs offering part-time work and phased-in retirement to encouraging older workers to stay in the workforce more longer, transforming the present Public-Funded pension scheme, Employees Trust Fund and Employees Provident Fund into a mandatory Social Security Savings Fund for all retirees [16,17].

As in this research it examines factors influencing bridge employment engagement in health sector. In Sri Lanka the healthcare system can be divided into private and government hospitals. Around 95 percent of the Sri Lankan population served by government hospitals, and the rest served by the private sector hospitals. Healthcare is delivered free of cost to all publics including the super specialty services. For protective services, per 60,000 people, there is one Medical Officer of Health (MOH) in each Assistant Government Division. Public Health Inspectors and Peripheral Health Mid Wives support each MOH. There is a Deputy Director Provincial Health officer in each district; there is a Provincial Health Officer for each province; and the Director General of Health Services is in the top of hierarchy. The number of private medical services is comparatively small in Sri Lanka [18]. Therefore, the study findings can aid to healthcare centers and pharmaceutical industry as great opportunity in gaining expertise knowledge of bridge employees by understanding factors influencing on their expectations.

2. LITERATURE REVIEW

Bridge employment can be defined as re-entry into the workforce by retirees. This is a type of employment that bridges the gap between a career job and complete departure from the labor market. Bridge employment is categorized into two main types based on career field: career bridge employment as engaging in bridge employment in the same industry or vocation and bridge employment in a different industry [19]. Mazumdar [19] further states that following conditions should be satisfied to categorized under bridge employment. First, bridge

employees tend to be over 50-years old; Second, bridge employees tend to have extensive experience in a previous job; and finally, they have passed through a transition period in their work life in the arrangement of retirement.

It is gradually accepted by scholars and experts alike that bridge employees, who are older workers, not only different from younger workers but also a heterogeneous group within older workers [19].

A small proportion of research in the bridge employment area has examined the expectations of employers in attracting bridge employees, and of employees in engaging in bridge employment [7]. People re-arrive the workforce after retirement for several reasons, employers should consider these reasons of potential employees in an effort to maximize the worth of their human capital [19]. Further, Mazumda [19] examined three important determinants that drive bridge employees re-enter into the workforce: the need for work enjoyment; need for meaningful social relationships, and the opportunity for mentoring the younger talent.

Studies have found that personal fulfillment often ranks among the top two reasons for engaging in bridge employment [19]. Correspondingly, a large-scale survey by AARP [20] exposed that "make me feel useful", "enjoy the job," and "work enjoyment" were noted as major motives behind retirees looking for bridge employment.

Another driver of bridge employment is the opportunity for bridge employees to mentor younger employees and transfer their knowledge and skills [21]. Employees who seek to teach, train and share their knowledge, in that way satisfying their need for self-actualization [19].

Donnelly [22] has shown Long consistency in one company or industry, is likely to have greater impact on older workers or industries. These employees may face larger barriers in adjusting to a part time or temporary labor force, in transferring skills and knowledge across industries and professions. It examined the experiences of employees displaced from selected Defense-related industries in Scotland, which includes organizations operating in the fields of shipbuilding, instrument engineering and British Aerospace.

Shanghai Academy of Social Sciences survey results suggest that 60-80 per cent of the retired adults in Shanghai are involved in paid work for

at least five hours a week. From an employer's viewpoint, these people are reliable and accessible source of cheaper but highly skilled and experienced labor. Hence, there is good reason to distrust that bridge employment will create a large number of new opportunities for those who are hopeless for jobs. Acceptable levels of income and plentiful leisure-time activities were more appreciated by these bridge employees [23].

Since the early 1990s in France numerous practices and plans have been introduced, to encourage bridge employment of older workers. Bridge employment is favorable for older adults as it improves life satisfaction during the retirement period [24], psychological and physical health of individuals was positively related to the bridge employment [21]. Also, it facilitates older colleagues to mentor younger employees through both generativity and social contract [25]. Several research scholars chase highly skilled older executives to decide to hold their professions by holding a career bridge job rather than to decide to fully retire, as per the potential benefits embedded in bridge employment at organizational and individual levels [26].

Lahlouh [9] examined Both personal variables like financial situation, health, personal trait, marital quality and organizational variables like organizational commitment, work stress, job satisfaction, self-directed career attitude, organizational tenure using a sample based on bridge employees in French private sector companies.

Another major study by Mariappanadar [27] was examined study variables, social retirement anxiety components (social adjustment, social identity, social exclusion and lost friendship) of retirement, level of income and perceived financial preparedness to determine the preference to a specific type of bridge employment among chosen based on Australian construction industry.

In developing countries context, recent evidence suggest that economic dependency of India's elderly had been largely supported by their family members (e.g. spouse, son, and daughter) and partially by own labor, savings and asset incomes [28]. Furthermore, change in family structures and the trend of children living in faraway places, with an increasing trend of people living in nuclear families, has left many of

the ageing people living in social isolation. Over time this has been making challenges for the growing elderly population in India. This has created opportunities for entrepreneurial business across the country [17]. Though various studies define social relationships in different aspects, they agree that social relationships as activities and scope for participation and engagement in social network [29,30,31]. This aspect of social relationship has received very limited investigation in the existing literature. In recent study Self [32], social engagement investigated using way in which they are attending religious functions or cultural shows at least once a month or being member of any organization, club or society and regularly visiting friends or relatives [33] illustrate the nature of social engagement within and outside domestic tasks for older Indians. They find that a majority of both women and men are closely connected both within the family (e.g. Spouse, other relatives, children and friends) and other social networks [32].

Bangladesh recent research based on women's opportunities for self-employment in rural areas disclose that there are still social barriers to women's participation in paid work outside the household. There is a higher rate of female participation in paid work in Bangladesh. These trends are present in the formal manufacturing sector, especially in the export processing and assembling zones and garment sector of Bangladesh. Employment opportunities stood due to a greater export-orientation, which generated considerable employment opportunities, especially for women [34].

Related study in Thailand conveyed a significant association between Quality in life and gender in the elderly. Study findings revealed that female older adults scored higher on Quality in life could be that the female older employees have higher social support from family and friends. Helping older employees to stay connected with community, friends and family could enhance their Quality in life. Creating suitable jobs for older adults who can still work may be needed along with connecting the elderly who can no longer work to family or community resources. In term of educational level, older employees with a higher level of education had more advantages [35]. They may have superior living conditions, fewer chance of being exposed to risk factors of diseases, less labor-intensive work, a network of friends and a higher sense of self potency. While improving the formal education level may not be

a target for older adults, however, less formal learning and enjoyable learning experiences may be supportive. Creative workshops or short-term training (i.e. painting, basketry, massage and herbal gardening) may also contribute additional income for older elders [35].

In Sri Lankan context, some possible solutions recommended by Sri Lankan demographic experts include raising the retirement age from the current age of 60 as life expectancy rises, making the workforce more favorable to female, encouraging older workers to remain in the workforce longer through solutions offering part-time work and phased-in retirement, converting the present Employees Provident Fund, Employees Trust Fund and public pension schemes into a mandatory Social Security Savings Fund for all workers [16,17].

Literature based on developed countries have examined leisure time activities, income, life satisfaction, mentor younger employees, social identity, health, financial situation, job satisfaction and organizational environment as factors influence on these employees. While developing countries have examined family structure, social engagement, financial motives, quality of life and education level. Comparing developed and developing countries this study focused on how financial motives, personal fulfillment, social relationship and organizational environment affect to these employees.

According to the life course theory [36] of retirement employment, it is assumed that pre-retirees' preferences for bridge employment are based on financial motives like savings, investments, taxation, estate planning, cash flow management and insurance planning [27,37]. If the employee does prefer to enter bridge employment, with the intention of adequacy savings and a financial plan and being financially prepared may also influence their decision to enter a bridge employment, such as contract work or casual or temporary employment [37].

Studies have found that personal fulfillment or work enjoyment often ranks among the top two reasons for engaging in bridge employment [38]. Similarly, a large-scale survey by AARP [20] revealed that "enjoy the job," "makes me feel useful" and "work enjoyment" were noted as major reasons behind retirees seeking bridge employment. Further research has found that a mature aged worker's decision to enter bridge employment is influenced by the opportunity to

mentor a younger worker [39]. Bridge employment can provide opportunities for contact with younger generations, which allows for the transfer of knowledge and experience, and this may be of particular value to older adults. Bridge employment is favorable for individuals as it improves life satisfaction during the retirement years [24,19].

The finding by Hersch [40] highlights that retirees surveyed were astonished by the loss of social relationships as they entered retirement and concluded that pre-retirees need to understand, that they may have to form a different social network once retired. Hence, retiree's perceptions of social connectedness issues will impact on their decision to consider bridge employment favorably [27].

Price [41] postulates that work positions are an integral part of pre-retirees' identities and after retirement, findings of research further states that loss of work and the discontinuation of daily contact with former colleagues can greatly contribute to a feeling of social exclusion. In support of this view, Fletcher [42] and Carter [43] also believe retirement interrupts long-standing workplace friendships and support, triggering mature aged people to experience social exclusion. As older colleagues begin thinking about and preparing for retirement, they may feel a pain of losing family and friends [44] and become more negligible to the social transitions coupled with retirement [42]. Researchers have identified the importance of social relationships for older adults and their anxieties towards losing social relationships at the workplace upon retirement [27].

Study of 146 adults, 50 years and over by Mor-Barak [45] examined the meaning of work for older adults seeking employment. He found that social contact, such as receiving respect, reputation, status and socialization, was a key factor in upgrading the meaning of work for older adults. In addition, Bikson [46] research on retired executives and their attitude towards retirement clearly illustrates the significance of social friendships within the organization.

Lahlouh [9] mentioned that organizational environment involves the organization satisfying employees' needs, preferences or wishes. Its outcomes from the match between what the work environment provides (e.g. financial resources, physical resources and psychological resources) and what the individual needs (e.g. payroll,

training or development opportunities). Recent studies found that older employees who had the opportunity to learn new skills expressed the purpose to keep on working for their organizations [47,48]. In fact, bridge employment can help older colleagues to continue to satisfy their needs [4]. Lahlouh [9] found that older employees who consider that their needs are satisfied by their organizations will continue their job by taking a bridge employment. On the other hand, as explained by Ashforth [49], the match between organizational values and individual values makes the related role uniformity central in the overall identity of older workers; full retirement represents the loss of a uniformity and valued identity.

By gaining an understanding of the factors that are most influential in a mature aged employees' decision to enter a particular form of bridge employment (i.e. part-time, casual employment, job sharing and contract employment), employers will then be able to successfully develop the necessary strategies and policies which will be able them to encourage their mature aged employees to remain with the company to counter skills shortage and experiences [37].

3. METHODS

The objective of this study is to identify factors influencing bridge employment engagement, with reference to the health sector employees in Sri Lanka. This study used quantitative approach to investigate financial motives, personal fulfillment, social relationship and organizational environment affect to these employees. Explanatory research is used to describe and understand the strength of relationship in order to establish casual associations among objectively specified variables through testing hypothesis derived from predictive theories.

3.1 Measurement of the Variables

To measure the independent variables (financial motives, personal fulfillment, social relationship and organizational environment) a Likert scale was applied as a measurement scale of choice. The scale of choices ranged from strongly disagree to strongly agree with a neutral point in the middle. Operationalization of the variables in the study is exhibited in Table 1. In order to measure the level of engagement in bridge employment, six questions were asked namely; work in the same position as previous job, feel

boring when stay at home, share experience with younger generation, like to monitor / supervise others, enough income to fulfill basic needs and enjoy current job. These six questions were measured using nominal scale. Based on the responses on the six questions, level of engagement in bridge employment was categorized as 'satisfied with engagement' and 'dissatisfied with engagement'.

3.2 Sample

The target population of the study consisted with individuals who are engaged in bridge employment in health sector in Sri Lanka. A list of retired healthcare who are privately practice under Private Health Service Regulatory Council (PHSRC), was taken from ministry of Health, Nutrition & Indigenous Medicine. The list consists with one thousand bridge employees registered under PHSRC (Sri Lanka Telecom (services) Ltd, 2018). As per the convenience 976 questionnaires were distributed. Doctors and nurses were taken as sample unit of the study.

3.3 Data Collection and Analysis

A structured questionnaire was designed to collect primary data. The questionnaire contained a total of 29 items. Google forum was used to collect data through social medias such as Facebook and WhatsApp.

The reliability and validity of the measurement items are administered to test the truthfulness of data. Internal consistency of measurement items is assessed using Cronbach's alpha values. Next, the central tendency (mean and ranges) and the dispersion (standard deviation and variance) for quantitative variables and frequency (percentage) for qualitative variables were checked to get a feel for the data. These methods show how the respondents have responded to each item in the questionnaire. Once the data fulfilled the criteria of goodness, the hypotheses can be tested. Since dependent variable, bridge employment, was measured using nominal scale data, binary logistic regression analysis is used to analyze the relationship between a dependent variable and several independent variables. The data obtained from the individual level survey were analyzed using SPSS (version 23) statistical package.

Table 1. Operationalization of variables

Variables	Measurement	Source
Financial Motives (FM)	Levels of income Financial situation Investments and savings. Financial preparedness	Xu [23]
Personal Fulfillment (PF)	Leisure-time activities Generativity Mentor younger employees Physical health Personality trait Education level Learning experiences	Lahlouh [9]; Seangpraw [35]
Social Relationship (SR)	Social contact Marital quality Family members Social identity Social adjustment Social exclusion Lost friendship Network of friends	Lancee [25]; Mariappanadar [27]
Organizational Environment (OE)	organizational commitment job satisfaction work stress self-directed career attitude organizational tenure	Lahlouh [7]

4. RESULTS

The main survey was conducted using 976 medical officers. Of the 976 participants, 302 responded. The responsiveness of older employees to providing data, is below than the expected responsiveness. Due to the incompleteness 6 questionnaires were removed from statistical analysis. Finally, 296 questionnaires were taken to conduct statistical analysis of this study, indicating 30 percent of response rate.

First part of the questionnaire gathered information about the individual background information. The characteristics of the respondents are described in terms of individuals' gender, age, income education qualification, family structure, job position, lazy at home, share experience, monitor/ supervise others, enough income and enjoying job. While considering gender, the study sample consisted of twenty-five (24%) female, and seventy-five (76%) males. Age of employees ranged from less than 60 years to more than 70 years. Majority of the respondents (42%) earned more than Rs 100,000 monthly income. Concerning the level of satisfaction of engagement with bridge employment, 57.8% were satisfied. The

sample profile of the study is illustrated in Table 2.

4.1 Goodness of Measurements

Factor analysis was applied for data reduction and purification of the items under each variable of the study. Kaiser-Meyer-Oklun (KMO) measure of sample adequacy was performed. Vinayan [50] indicate that the KMO value of 0.60 or above is required to be considered as a good factor analysis. As shown in Table 3, the KMO value of all the measurement items were greater than 0.50. Further, the total variance explained of the measurement items were greater than 50%, indicating the appropriateness of the total variation in the items of respective factors. Finally, the measurement items were extracted into single component of respective variable. Thus, all the results are highlighted the appropriateness of factor analysis.

Further, the study also assessed the reliability of variables by examining the internal consistency values through computing Cronbach's alpha values (Table 3). The Cronbach's alpha value should exceed the threshold of 0.70 [51]. The results in Table 3 indicated that the alpha values

were above the cut-off values, suggesting adequate reliability.

4.2 Correlation Analysis

A correlation analysis was used to examine the strength of the relationship between variables. Table 4 illustrates the correlations between the variables.

The result in Table 4 shows statistically significant correlations between financial motives, personal fulfillment, social relationship organizational environment and bridge employment. None of the correlation coefficient

of corresponding inter-construct correlations was above 0.85, indicating the absence of multicollinearity issue in the model.

4.3 Regression Analysis

The binary logistic regression analysis was used to determine whether the financial motives, personal fulfillment, social relationship and organizational environment significantly influence bridge employment engagement of health sector employees in Sri Lanka. The results of the regression analysis are presented in Table 5.

Table 2. Sample profile

Characteristics		Frequency	Percentage %
Gender:	Male	225	76.0
	Female	71	24.0
Age:	Below 60	254	85.8
	60-65	20	6.8
	66-70	12	4.1
	Above 70	10	3.4
Income:	Below 25,000	5	1.7
	25,000-50,000	72	24.3
	50,000-75,000	62	20.9
	75,000-100,000	33	11.1
	Above 100,000	124	41.9
Education:	Below O/L	4	1.4
	O/L	8	2.7
	A/L	32	10.8
	Diploma	85	28.7
	Degree	167	56.4
Marital Status:	Married	272	91.9
	Single	24	8.1
No. of Children:	1 Child	72	24.3
	2 Childs	126	42.6
	3 Childs	44	14.9
	4 Childs	12	4.1
	No Children	42	14.2
Same job position as previous job:	No	203	68.6
	Yes	93	31.4
Level of engagement in bridge employment	Satisfied	171	57.8
	Dissatisfied	125	42.2

Table 3. Goodness of measurements

Variable	KMO value	Bartlett's Test of Sphericity Chi-Square	Total variance explained	Cronbach's Alpha
Financial motives (FM)	.713	323.188	59.761%	.770
Personal fulfillment (PF)	.692	458.274	62.657%	.773
Social relationship (SR)	.745	257.458	56.625%	.741
Organizational environment (OE)	.800	537.191	70.416%	.859

Table 4. Correlation analysis

Variable	Mean	St. Deviation		FM	PF	SR
FM	4.1436	.92818	FM	1		
PF	4.047	.82716	PF	.256**	1	
SR	4.2306	.71147	SR	.069	.446**	1
OE	3.411	1.13959	OE	.008	.431**	.249**

** Correlation is significant at the 0.01 level (2-tailed)

Table 5. Omnibus tests of model coefficients

		Chi-square	df	Sig.
Step 1	Step	52.675	4	.000
	Block	52.675	4	.000
	Model	52.675	4	.000

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	350.491 ^a	.163	.219

Estimation terminated at iteration number 4 because parameter estimates changed by less than .001

Hosmer and Lemeshow test

Step	Chi-square	df	Sig.
1	16.559	8	.035

Variables in the equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a Financial Motives	.265	.148	3.207	1	.073	1.303
Personal Fulfillment	1.309	.226	33.681	1	.000	3.702
Social Relationship	-.449	.208	4.668	1	.031	.638
Organizational Environment	-.456	.138	10.900	1	.001	.634
Constant	-2.590	.987	6.881	1	.009	.075

Variable(s) entered on step 1: Financial motives, personal fulfillment, social relationship, organizational environment

The R² value (Nagelkerke) was 0.219 which implies that 21.9% of the variation bridge employment engagement can be explained by Organizational Environment, Financial Motives, Social Relationship, Personal Fulfillment. Omnibus Tests of Model Coefficients values was less than 0.001, hence the model was statistically significant.

The p-values shown in Variable in the Equation, personal fulfillment, social relationship and organizational environment were less than 0.05. Hence, these factors are significant determinants of bridge employment engagement in health sector in Sri Lanka. However, financial motives didn't show a significant relationship as its p-value is greater than 0.05. Among the factors, personal fulfillment recorded the highest beta value (Exp(B) = 3.702) and social relationship recorded the second highest value (Exp(B) = 0.638). According to the beta values, social relationship and organizational environment have

negative effects on bridge employment engagement.

5. DISCUSSION AND CONCLUSION

5.1 Discussion

The study on bridge employment constitutes a wide body of conceptual and empirical works. The study of determinants of bridge employment is supported by the empirical evidence which has primarily focused on individual perspective. Binary logistic regression analysis results indicated that except financial motives all the drive constructs in the model of this study have statistically significant. Social relationship and organizational environment show a negative impact while personal fulfillment shows a positive impact on bride employment engagement of health sector employees in Sri Lanka. Among the drive constructs, personal fulfillment and organizational environment have the highest

impact on bridge employment. Social relationship and the financial motives make least effect on bridge employment engagement.

The study of Mazumdar [19] has found that personal fulfillment often ranks among the top reason for engaging in bridge employment. As researcher mentioned bridge employees tend to be employed to their full capability, given a chance to enhance and develop the quality of life, and to be a part of work group networks and provide a chance to dealing with community. Other important element of personal fulfillment is the opportunity to disperse the knowledge, skills and experience they accumulated through the course of life and work. The main findings of Mazumdar [19] are similar to the main outcome of this study because personal fulfillment has the most significant influence of bridge employment engagement in health sector in Sri Lanka.

Confirming the same findings of Mazumdar [19] and Templer [38], a large-scale survey conducted by AARP [20] in Washington revealed that personal fulfillment was noted as major reasons behind retirees seeking bridge employment. Accordingly, the personal fulfillment accompanied with "enjoy the job", "enhances quality of life", "mentor younger workers" and to disperse the knowledge, skills and experience.

In spite of personal fulfillment, as the results of this study social relationship has a negative impact on bridge employment. Mor-Barak [45] study of 50 years and over 146 adults, explored the meaning of work for older colleagues seeking employment in America. He found that social engagement, such as receiving respect, socialization, prestige and status, was a key contributor in enhancing the meaning of work and part of a social interaction for older adults. In addition, Bikson [46] researched on retired executives and their attitude towards retirement clearly illustrates the significance of social friendships and work group relationships within the workplace. However, Mariappanadar [27] study on construction industry in Australia found that there is no relationship between social relationship and bridge employment. In some empirical studies in Canada, researchers have found that being coupled with a social network is a major factor in driving individuals to come out of retirement [52,53]. The socio-emotional selectivity theory interprets that at older ages, people value meaningful, sincere and enriching relationships. Further, older employees focus on emotionally meaningful aspects of their life, such

as the determination to lead a meaningful life, to have emotionally cherished with social relationships, and to sense of socially interconnected [19,54]. While this study findings show a negative relationship on health sector employees in Sri Lanka. Different conclusion may occur due to political, cultural and industrial differences in both countries.

The findings of this study further revealed that organizational environment become negatively influenced factor to bridge employment in Sri Lankan context. The study findings of Lahlouh [9] in France private sector shows that vocational level bridge employees were positively related to organizational environment. Vough [55] examined together with a workgroup were more influenced by the emotional experience related to day-to-day operations than by the correspondence of organizational values. In point of fact, the executive profession is institutionalized and benefits from a high social status. Consequently, congruence of organizational values is most likely to influence senior executives' status and their related behaviors [56].

The life course theory of retirement employment is assumed that retirees' desire for bridge employment are based on financial motives like savings, investments, taxation, estate planning, cash flow management and insurance planning [27,37]. The results of this study showed that financial motive does not have significant effect on bridge employment engagement. That result was confirmed by the study Kumar [37] which was conducted using manufacturing sector experts in India. This may be the result of Government of India have a positive reception fight with the condition and has started many different programs, such as Atal Pension Yojna, Old Age Pension Yojna and Pradhan Mantri Shram Yogi Maan-dhan [15]. This phenomenon is also similar in Sri Lanka; where a greater percentage of the population reaches retirement, receive either public-funded pension schemes or self-funded pension schemes.

5.2 Implications of the Study

According to the results of this study, the following suggestions are made to enhance the efficient management of bridge employees in Sri Lankan health sector. Those suggestions will help to improve identified factors and ultimately, they will contribution to enhance job opportunities in health sector in Sri Lanka.

Personal fulfillment is the highest influencing factor on health sector bridge employment in Sri Lanka. Identifying aging colleagues who intended to engage a bridge employment after retirement could encourage HR strategies designed to recruit them by improving their personal values, organizational environment and social relationships. This practice can be beneficial to all function and health sector could avoid the loss of human capital triggered by retirement [9].

Another important determinant of health sector bridge employment is organizational environment. Improving the work environment of older employees could be beneficial for all parties. The results of the study indicated that bridge employment intention was negatively related with organization environment. Older employees' needs can be satisfied through policies such as career planning and competency development. In addition, managers can offer greater flexibility in work environment to fulfill current necessities among bridge employees. Managers should implement effective strategies benefiting retention of bridge employees to identify predictors of retirement. Further, organizations should provide financial benefits and incentives, provide education and retaining programs, which affects the worker's economic security and quality of life.

The study findings can aid Sri Lankan government to reduce their expenditure on health and manage future workforce shortages due to aging population on health sector through HRM practices. Government could implement "Human resource Restructuring plan", as it addresses many variables, including labor cost reduction, determining the availability of employment in the state's institutions and responding to economic, psychological and social conditions. Retirement is considered as an essential element in the government administrative strategic plans (e.g., voluntary and management-directed reassignments, cross-training, voluntary early retirement authority (VERA), voluntary separation incentive pay (VSIP) and retirement incentive fund (RIF). These decisions should be considered well in advance because it involves many financial, social, economic and other problems [57].

Bridge employment is one of important aspect as it affects the economic, social and administrative structures of the countries at the local and global levels. Thus, it needs to adopt effective administrative strategies. The most crucial strategies aimed at reducing expenses and

social problems, which the government suffered from, such as reducing unemployment rates and ensuring provision of jobs with efficiency and effectiveness, which ultimately achieves labor force satisfaction.

5.3 Further Research Suggestions

The study contains some limitations. The results of the study derived from 296 retired employees from government teaching hospitals in Colombo district. The responsiveness from the desired sample to providing data was below than the expected responsiveness. This issue had arisen more time consume in data gathering. In order to enhance the generalizability of the findings, a large number of programs and participants needs to be utilized. Thus, due to the limitations posed by the low response rate, the implications and conclusions of the study should be faltering.

The current study was attempted to identify the factors influencing on health sector bridge employment engagement in Sri Lanka. Further, future studies may focus on bridge employment more context specific, and established theories be applied to understand experiences of bridge employees and the organizations that they employed.

Future studies should include different types of bridge employment for a deeper understanding. Such as bridge employment in the same organization or in non-career bridge employment. Current research studied bridge employees who maintained their role identities (e.g. status and seniority) by holding a bridge employment in the same pre-retirement field (health sector). This model can be extended by including mediating variables such as employee commitment and job satisfaction.

This study does not assess individual behavior, how bridge employees feel about their job, individuals may feel that their skills overmatch or undermatch to the job requirements is another potential research area. In particular, qualitative studies among actual bridge employees, mature workers as well as retirees may provide important insights.

Studies may examine the performance of bridge employees to measure the impact of workplace environment on organizations may also be beneficial to any industry or sector. The factors driving the bridge employment could be differed from one industry to another. The differences

appeared in results of various individual studies offer an idea to conduct the comparative study of determinants of bridge employment in Sri Lanka.

5.4 Conclusion

The rapidly increasing aging population in Sri Lanka might create lack of young talent workforce in the near future. The issue of lacking younger generation could be eliminated by encouraging retirees back to the workforce. One way of attracting older retirees back to the workforce is bridge employment. Bridge employment is a paid work between retirement and departure from workforce, it's a kind of form that re-entering to the workforce by retirees. In Sri Lanka there is higher government expenditure due to higher number of people drawing from public funded pension schemes. And also, government allocate more funds for healthcare and welfare needs. Therefore, government expenditure on healthcare is comparatively higher than other industries. Further as per the statistic records of Private Health Service Regulatory Council (PHSRC) under Ministry of Health, Nutrition & indigenous Medicine shows that large number of retirees re-entering to the workforce as bridge employees. To answer the question of why, it is required to identify the factors influencing bridge employment in health sector Sri Lanka. Primary data were obtained through e-mail survey, and social medias like Facebook and WhatsApp. Supported by the empirical evidence this study found out that personal fulfillment has the most significant influence on bridge employment engagement in health sector in Sri Lanka. Then the results show that organizational environment and social relationships have less influence on bridge employment. It is hope that future researchers may review positively on this work, in spite of its apparent limitations. Further research suggestions mentioned here will help to make better understanding in Bridge employment in Health sector in Sri Lanka as well as all around the world.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by

the producing company rather it was funded by personal efforts of the authors.

CONSENT

As per international standard or university standard, participant's written consent has been collected and preserved by the author(s).

ACKNOWLEDGEMENT

Authors would like to extend their gratitude towards the respondents of this study.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. Purcell PJ. Older workers: employment and retirement trends. *Journal of Pension Planning & Compliance*. 2008;34(1):32-48.
2. Armstrong-Stassen M. Organizational practices and the post-retirement employment experience of older workers. *Human Resource Management Journal*. 2008;18(1):36-53.
3. Topa G, Alcover C, Moriano JA, Depolo M. Bridge employment quality and its impact on retirement adjustment: A structural equation model with SHARE panel data. *Economic and Industrial Democracy*. 2014;35(2):225-244.
4. Feldman DC. The decision to retire early: a review and conceptualization. *The Academy of Management Review*. 1994;19(2):285-319.
5. Shultz K. Bridge employment: Work after retirement. In Adams G, Beehr T (Eds.), *Retirement: Reasons, processes, and results*. 2003;215-241. New York: Springer.
6. Conen WS, Henkens K, Schippers J. Employers' attitudes and actions towards the extension of working lives in Europe. *International Journal of Manpower*. 2012;33(6):648-665.
7. Heyma A, van der Werff S, Nauta A, van Sloten G. What makes older job-seekers attractive to employers? *De Economist*. 2014;162(4):397-414.
8. Rau BL, Adams GA. Attracting retirees to apply: desired organizational characteristics of bridge employment.

- Journal of Organizational Behavior. 2005;26(6):649-660.
9. Lahlouh K, Lacaze D, Huaman-Ramirez R. Bridge employment and full retirement intentions: the role of person-environment fit. *Personnel Review*. 201;48(6):1469-1490.
Available: <https://doi.org/10.1108/PR-02-2018-0067>
 10. Dingemans E, Henkens K, van Solinge H. Access to bridge employment: Who finds and who does not find work after retirement? *The Gerontologist*; 2015.
DOI: 10.1093/geront/gnu182.
 11. Wang M, Penn LT, Bertone A, Stefanova S. Bridge employment in the United States. In C. Alcover G, Topa E, Parry F, Fraccaroli, M. Depolo (Eds.), *Bridge employment: A research handbook*. 2014;195–215. London: Routledge.
 12. Ortman JM, Velkoff VA, Hogan H. An aging nation: the older population in the United States”, *Proc. Economics and Statistics Administration, US Department of Commerce*; 2014.
Available: <http://beta.census.gov/content/dam/Census/library/publications/2014/demo/p25-1140.pdf> (accessed February 6, 2015).
 13. Central Bank of Sri Lanka. *Annual Report, Central Bank of Sri Lanka, Colombo*; 2018.
 14. De Silva I. Micro-level determinants of poverty reduction in Sri Lanka: a multivariate approach. *International Journal of Social Economics*. 2008;35(3): 140-158.
Available: <https://doi.org/10.1108/03068290810847833>
 15. Lebbe Z. Sri Lanka’s ageing population poses socio-economic challenges. *Lanka Business Online*; 2016.
Available: www.lankabusinessonline.com/sri-lankas-ageing-population-poses-socioeconomic-challenges/ (accessed December 20, 2017).
 16. Wijesiri L. Socio-economic challenges of our ageing population. *Daily News*, April 18; 2017
Available: <http://dailynews.lk/2017/04/18/features/113372/socio-economic-challenges-our-ageing-population>
 17. Chand M. Aging in South Asia: challenges and opportunities”, *South Asian Journal of Business Studies*. 2018;7(2):189-206.
Available: <https://doi.org/10.1108/SAJBS-09-2017-0103>
 18. Gunawardana KD. An analysis of medical waste management practices in the health care sector in Colombo. *Management of Environmental Quality*. 2018;29(5):813-825.
Available: <https://doi.org/10.1108/MEQ-02-2018-0032>
 19. Mazumdar B, Warren AM, Dupré KE. Extending the understanding of bridge employment: a critical analysis. *Personnel Review*. 2018;47(7):1345-1361.
Available: <https://doi.org/10.1108/PR-10-2016-0276>
 20. AARP. *Staying ahead of the curve 2013: the AARP work and career study 3; 2014*
Available: www.aarp.org/content/dam/aarp/research/surveys_statistics/general/2014/Staying-Ahead-of-the-Curve-2013-The-Work-and-Career-Study-AARP-res-gen.pdf (accessed October 15, 2015).
 21. Zhan Y, Wang M. Bridge employment: Conceptualizations and new directions for future research. In Bal PM, Kooij DTAM, Rousseau DM (Eds.), *Aging workers and the employee-employer relationship*. 2015;203–220. Cham: Springer.
 22. Donnelly M, Scholarios D. Workers’ experiences of redundancy: evidence from Scottish defence-dependent companies”, *Personnel Review*. 1998;27(4):325-342.
Available: <https://doi.org/10.1108/00483489810213900>
 23. Xu L, Bennington L. Xiagang and re-employment policies in Shanghai. *Management Research News*. 2008; 31(12):976-986.
Available: <https://doi.org/10.1108/01409170810920675>
 24. Wang M, Shultz KS. Employee retirement: a review and recommendations for future investigation. *Journal of Management*. 2010;36(1):172-205.
 25. Lancee B, Radl J. Social connectedness and the transition from work to retirement. *The Journal of Gerontology, Series B: Psychological Sciences and Social sciences*. 2012;67(4):481-490.
 26. Bennett MM, Beehr TA, Lepisto LR. A longitudinal study of work after retirement: examining predictors of bridge employment, continued career employment, and retirement”, *The International Journal of Aging and Human Development*. 2016;83(3):228-255.
 27. Mariappanadar S. Do retirement anxieties determine bridge employment preference?

- A study among pre-retirees in the Australian construction industry. *Personnel Review*. 2013;42(2):176-204.
28. Ranganathan M. Universal social pension for elderly individuals in India: Public expenditure requirements and fiscal sustainability", *Indian Growth and Development Review*. 2017;10(2):89-116. Available:<https://doi.org/10.1108/IGDR-07-2017-0047>
 29. Berkman LF, Glass T. Social integration, social networks, social support, and health. *Social Epidemiology*. 2000;1:137-173.
 30. Bloom DE, Mahal A, Rosenberg L, Sevilla J. Economic security arrangements in the context of population ageing in India. *International Social Security Review*. 2010;63(3-4):S145-S157.
 31. Bongaarts J, Zimmer Z. Living arrangements of older adults in the developing world an analysis of demographic and health survey household surveys. *The Journals of Gerontology Series B: Psychological Sciences and Social Sciences*. 2002;57(3):S145-S157.
 32. Self S, Basuroy S. Factors influencing healthcare choices by the elderly in India: Role of social interactions. *International Journal of Social Economics*. 2017;44(9): 1231-1251 Available:<https://doi.org/10.1108/IJSE-12-2015-0340>
 33. Berkman L, Shekhar TV, Capistrant B, Zeng Y. Social networks, family and care giving among older adults in India, in Smith JP and Majmundar M.(Eds), *Aging in Asia: Finding From New and Emerging Data Initiatives*, The National Academic Press, Washington, DC. 2012;261-278.
 34. Ahmed S, Feeny S, Posso A. What firm characteristics determine women ' s employment in manufacturing? Evidence from Bangladesh. *Equality, Diversity and Inclusion*. 2016;35(2):99-122. Available:<https://doi.org/10.1108/EDI-07-2015-0057>
 35. Seangpraw K, Ratanasiripong NT, Ratanasiripong P. Predictors of quality of life of the rural older adults in Northern Thailand. *Journal of Health Research*. 2019;33(6):450-459. Available:<https://doi.org/10.1108/JHR-11-2018-0142>
 36. Elder GH, Johnson MK. The life course and aging: challenges, lessons, and new directions, in Settersten RA. Jr (Ed.), *Invitation to the Life Course: Toward New Understandings of Later Life*, Baywood, Amityville, NY. 2003;49-81.
 37. Kumar S, Shukla GP, Sharma R. Analysis of key barriers in retirement planning: An approach based on interpretive structural modeling. *Journal of Modelling in Management*. 2019;14(4): 972-986.
 38. Templer A, Armstrong-Stassen M, Cattaneo J. Antecedents of older workers' motives for continuing to work. *Career Development International*, 2010;15(5):479-500.
 39. Dendinger VM, Adams GA, Jacobson JD. Reasons for working and their relationship to retirement attitudes, job satisfaction and occupational self-efficacy of bridge employees. *The International Journal of Aging and Human Development*. 2005;61(1):21-35.
 40. Hersch W. Getting into the pre-retiree mindset", *National Underwriter*. 2006;110: 10-41.
 41. Price C. Women and retirement: relinquishing professional identity. *Journal of Aging Studies*. 2000;14(1):81-102.
 42. Fletcher W, Hansson R. Assessing the social components of retirement anxiety. *Psychology and Aging*. 1991;6(1):76-85.
 43. Carter MT, Cook K. Adaptation to retirement: role changes and psychological resources. *Career Development Quarterly*. 1995;44(1):67-82.
 44. Hayslip B, Beyerlein M, Nichols JA. Assessing anxiety about retirement: the case of academicians. *International Journal of Aging and Human Development*. 1997;44(1):15-36.
 45. Mor-Barak ME. The meaning of work for older adults seeking employment: the generativity factor. *International Journal of Aging and Human Development*. 1995;41(4):325-44.
 46. Bikson TK, Goodchilds JD. Experiencing the retirement transition: managerial and professional men before and after, in Spacapan S. and Oskamp S. (Eds), *The Social Psychology of Aging*, Sage Publications, London. 1989;81-108.
 47. Armstrong-Stassen DM, Ursel ND. Perceived organizational support, career satisfaction, and the retention of older workers. *Journal of Occupational & Organizational Psychology*. 2009;82(1):201-220.
 48. Herrbach O, Mignonac K, Vanderberghe C, Negrini A. Perceived HRM practices,

- organizational commitment, and voluntary early retirement among late-career managers. *Human Resource Management*. 2009;48(6):895-915.
49. Ashforth BE. *Role Transition in Organizational Life: An Identity-Based Perspective*, Lawrence Erlbaum Associates, Mahway, NJ; 2001.
50. Vinayan G, Jayashree S, Marthandan G. Critical success factors of sustainable competitive advantage: A study in Malaysian manufacturing industries, *International Journal of Business and Management*. 2012;7(22):29-45.
51. Hair JF, Anderson RE, Babin BJ, Black WC. *Multivariate Data Analysis*, (7th ed.). Prentice-Hall, New Jersey; 2010.
52. Bal PM, Kooij DTAM, Rousseau DM. (Eds) *Aging Workers and the Employee-Employer Relationship*, Springer International Publishing, Cham; 2015.
53. Desmette D, Vendramin P. Bridge employment in Belgium: Between an early retirement culture and a concern for work sustainability, in Alcover CM, Topa G, Parry E, Fraccaroli F, Depolo M. (Eds), *Routledge*, New York, NY. 2014;70-89.
54. Hennekam S, Herrbach O. The influence of age-awareness versus general HRM practices on the retirement decision of older workers. *Personnel Review: A Professional Journal Reporting New Developments in Research, Theory and Practice of Personnel Management*. 2015;44(1): 3-21.
55. Vough HC. Not all identifications are created equal: Exploring employee accounts for workgroup, organizational, and professional identification. *Organization Science*. 2012;23(3):778-800.
56. Chreim S, Williams BE, Hinings CR. Interlevel influences on the reconstruction of professional role identity. *Academy of Management Journal*. 2007;50(6):1515-1539.
57. Shabat ME. Early retirement incentive programs as a human resource restructuring strategy in public sector: Theoretical perspective. *Review of Economics and Political Science*. 2020;5(1):69-90. Available:<https://doi.org/10.1108/REPS-06-2019-0087>

© 2020 Senasinghe and Sachitra; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:

The peer review history for this paper can be accessed here:
<http://www.sdiarticle4.com/review-history/60638>