

Work Life Beyond Retirement: Experiences and Expectations of Post-retirement Work Engagement

Kumudinei Dissanayake, University of Colombo, Sri Lanka

The Asian Conference on Aging & Gerontology 2025
Official Conference Proceedings

Abstract

Older workers, possessing valuable functional knowledge, remain capable and productive across various work modes, evidencing that post-retirement work is increasingly common and benefiting work organizations. Sri Lanka is experiencing the fastest population aging in the South Asia, and by 2042, one in four Sri Lankans will be over 60. In Sri Lanka, the unique interplay of economic, socio-cultural, and workplace factors influences post-retirement engagement decisions. Yet, very few studies have explored retirees' experiences and expectations on work environments, thus leaving gaps in designing future work settings. This study examines the experiences and workplace expectations of Sri Lankan retirees in their post-retirement work engagements through qualitative interviews. The sample includes retirees aged 57 and above selected purposively from five districts in Sri Lanka. The study is grounded in continuity theory, life course theory, and socioemotional selectivity theory. The findings highlight that retirees have both positive and negative experiences at the post-retirement work place. Positive experiences are associated with a sense of freedom and a greater sense of peace in life, while negative experiences are linked to feelings of disconnection, rejection, distance from younger colleagues, and strong pride and nostalgia for their former workplaces. Retirees' work place expectations include low-stress work, autonomy in the workplace, flexible work schedules and a healthy work-life balance, an active social life, a sense of serenity, and pride and recognition from others. The study concludes by suggesting implications for individual job crafting, organizational emphasize for emotional well-being, and support for meaningful relationships at post-retirement work.

Keywords: experiences and expectations, post-retirement engagement, retirees, work life

iafor

The International Academic Forum
www.iafor.org

Introduction

Population aging has affected the workforce and work organizations across the world. As the population ages, the upcoming trend is fewer younger workers entering the labor market and a large proportion of elderly people growing at the workplace. This demographic shift creates issues such as labor shortages for production, increased demand for healthcare and retirement benefits, and the need for workplace adaptations to accommodate older employees. Further, organizations may face reduced productivity and innovation unless they implement strategies for upskilling older workers, fostering age-diverse teams, adjusting policies to encourage longer workforce participation, and, in all, making them ready for life-long adaptation and well-being. Therefore, post-retirement engagement of people becomes a sensitive and sensible issue for the work organizations as well as the society.

These demographic transitions necessitate that nations appropriately set development priorities and policy interventions (United Nations Department of Economic and Social Affairs, Population Division [UNDESA], 2023). Among South Asian countries, Sri Lanka exhibits the most rapid population aging, with projections showing that one in every four Sri Lankans will be over 60 years old by 2042 (De Silva & de Silva, 2023). Declining fertility, changes in mortality rates, shifts in age structure, and migration patterns are the primary drivers of population aging trends in Sri Lanka (United Nations Population Fund [UNFPA], 2024). Moreover, UNFPA (2024) notes that Sri Lanka missed the opportunity for a first demographic dividend in 2018. Thus, to leverage the potential of a second demographic dividend, the country must understand how to invest in the new demographic trends.

Dychtwald et al. (2024) observe several qualities and competencies of older workers. Qualities such as commitment, loyalty, and engagement, which are increasingly rare, are consistently present in older workers. They possess functional and organizational knowledge and skills suited to their roles, and further, they are capable, experienced, and productive in any work mode, whether part-time or hybrid. Organizations can tap into this resource by offering phased retirement programs and refresher courses, as well as recruiting through retiree networks. Older employees can be entrusted with coaching and mentoring roles, and can contribute effectively to multigenerational teams (Dychtwald et al., 2024), which may become a key requirement in today's workplaces. Therefore, it is essential for work organizations to adapt their functions and practices to meet the expectations of the post-retired workforce (Finsel et al., 2023).

Amid the demographic shifts in the workforce, post-retirement work is becoming increasingly common. Post-retirement engagement offers retirees a pathway to continued growth, purpose, and contribution in their later years (Cornell University, 2019). As societies face the challenges of aging populations, encouraging post-retirement engagement will be essential in fostering positive aging (Bar-Tur, 2021), and it may help promoting intergenerational solidarity, and sustaining economic and social contributions well into later life (Pak et al., 2023). It is true that by staying involved in meaningful activities, retirees not only improve their own physical and emotional well-being but also contribute to work organizations (Rai & Yadav, 2022) and society as a whole by sharing their skills, experiences, and wisdom (Haidhir & Dahlan, 2021; Sanders & McCready, 2010). Therefore, the reasons retirees choose to work after retirement are varied and cannot be fully understood through a simple model.

There are multiple diverse reasons why retirees engage in work during their post-retirement period (Wu et al., 2024). In addition to recent literature reviews on factors influencing post-retirement work (Galkutė & Herrera, 2020; Mori et al., 2024), there are empirical studies examining the reasons for retirees to work in different contexts from different viewpoints. While exploring the post-retirement career decisions, Fasbender et al. (2016) examined social, personal, financial, and generative meanings that retirees ascribed to post-retirement engagement in the context of Germany. Employee- and work-related factors of work engagement of older employees -in Lithuania- (Korsakienė et al., 2017), factors influencing post-retirement work engagement -in Nigeria- (Faronbi et al., 2021), who continues to work -in Denmark- (Zaccagni et al., 2024) and intentions to work after retirement -in India- (Tarkar et al., 2016) are some of the other notable studies. These studies have examined (or found) the antecedents of post-retirement work engagement in broader categories such as socio-demographic characteristics, factors responsible for engaging in economic activities, employee related factors, work related factors, demographic factors, and life style factors. Galkutė and Herrera (2020), find in their systematic literature review that socio-demographic, implicit, work-related, and life-related factors affect post-retirement work engagement. They note the existence of inconsistent and inconclusive results on the presence of the socio-demographic and life-related factors across countries. However, little is known about how retirees experience their post-retirement engagement and how such experiences lead to their expectations of work organizations.

In the context of Sri Lanka, we understand that the economy, life style, and work availability-related factors that possibly affect post-retirement engagement decisions could be considerably different from those of other nations. Except an empirical study conducted in Sri Lanka to search the determinants of post-retirement employment in a quantitative survey using a convenient sample (Perera & Weerakkody, 2018), there is a dearth of explorations on what make Sri Lankan retirees engage in post-retirement work.

Postretirement workforce is going to be an asset which could be an alternative to the labor shortage in organizations. Thus, organizations should design practices suited to elderly workforce (Wilckens et al., 2021). Upgrading the skills of elderly workers (Habib, 2019) and encouraging bridge employment (Dingemans et al., 2017) have been noted as some of the organizational strategies to address the challenges of an aging workforce. Despite the studies focused on human resource practices for post-retirement workers (Armstrong-Stassen, 2007; Farr-Wharton et al., 2023; Finsel et al., 2023), and successful accommodation of aging workers (Rinsky-Halivni et al., 2022) there is lack of knowledge on how retirees themselves expect work organizations to be. This could be an important dimension to look at when designing the work practices and the work settings in future organizations.

Therefore, the research questions this study plans to answer are: (a) how do retirees experience post-retirement work engagement, and (b) what are the expectations of retirees engaged in post-retirement work regarding organizational support, culture, and opportunities in their workplaces. This understanding would help us make sense of the background conditions of post-retirement work engagement of Sri Lankan retirees and their expectations of work organizations. Further, many public and private sector employees are retiring annually in the Sri Lankan organizations. However, we have no sufficient knowledge on their engagements and the extent of such engagements. This information would be helpful for future policy planning, organizational work arrangements, job crafting of individual retirees, and enhancing inclusivity and generative engagement in organizations.

Literature Review

Retirement¹ has been traditionally seen as disengagement from the formal work place; however, in recent years, due to demographic changes in the workforce and changing generational dynamics, it is recognized as an opportunity for continued engagement and personal growth for retirees (Dychtwald et al., 2024).

Post-retirement engagement refers to retirees staying involved in meaningful activities, whether through part-time work, volunteering, hobbies, or lifelong learning (James et al., 2010). This shift in how we perceive retirement is crucial, given the demographic reality of an aging population and the desire for many retirees to maintain a sense of purpose and contribution. Exploring the value of post-retirement engagement reveals significant benefits for individuals, society, and economies.

Population aging research in the Sri Lankan context has been intensively focused from the viewpoints of demographic analysis (Hewage et al., 2022), labor market dynamics (Nilmini & Samaraweera, 2022; Vodopivec & Arunatilake, 2008), sustainability and urban aging (Premaratna et al., 2023), generativity and engagement (Dohlman et al., 2023), retirement age decision (Madhuwanthi, 2020), perceptions of successful aging (Perera, Watt, et al., 2015), dimensions of health (Østbye et al., 2009), workplace spirituality (Perera, 2023), healthcare needs (Samaraweera & Maduwage, 2016), well-being, quality of work life of elderly workers (Gunathilaka et al., 2024), quality of life (Wijesiri et al., 2023), and social participation (Marsh et al., 2018). However, researches from the viewpoints of post-retiree workers themselves and organizational viewpoints in the Sri Lankan context are limited.

This study will be based on three theoretical stances; (a) continuity theory (Atchley, 1989), (b) life course theory (Elder et al., 2003), and (c) socioemotional selectivity theory (Carstensen et al., 1999). Continuity theory sees the retirement as a part of the individual growth process in which they adapt to changes as they grow, while life course theory posits that retirement is a transition within the life course and that people's history, personal resources, and context will affect the diverse pathways they choose and the outcomes they eventually achieve. Both of these theories support the view that retirees engage in meaningful work even after retirement.

The socioemotional selectivity theory (Carstensen, 2021; Carstensen et al., 1999) also known as a life span theory connects time remaining in life and the life goals. SST posits that as people perceive their time remaining is limited, especially in the later life or at the time of retirement, they become increasingly selective about how they spent or invest their remaining time, remaining energy, and social interactions. Accordingly, older adults prioritize emotionally meaningful goals and relationships over new knowledge-seeking or future-oriented pursuits. This shift leads them to focus more on present-moment satisfaction, emotional well-being, and soon-rewarding social bonds. SST has been used to understand how older adults use their time at the old age. It is suggested for understanding social and

¹ Even though the term 'retirement' lacks conceptual clarity, Denton and Spencer (2008) suggest that both objective and subjective components should be taken into consideration.

Objective measures of retirement are noted as nonparticipation in the labor force and in receipt of pension income, or only worked less than a specified number of hours or earned less than a specified amount and also received pension income. Subjective measures of retirement include the four aspects such as leaving the main employer, working fewer hours than before, those hours fall below some minimal level, and the person must regard himself or herself as retired (Denton & Spencer, 2008, p.23).

emotional needs of workers as they age (Cubrich & Petruzzelli, 2020). Carstensen and Hershfield (2021) used this theory in the investigation of marketing communication to older adults. This theory is used as the underlying theory of the present study as it explores the experiences and expectations of retirees in the post-retirement pursuits.

Research Method

This was an exploratory study employing a qualitative approach, utilizing focus group discussions to explore how retirees experience their post-retirement engagement and their expectations of work organizations. Purposive sampling was used to select participants from four districts which are highly populated in Sri Lanka. Participants were identified through government officials in roles such as Grama Niladhari, Samurdhi Officer, armed officer-in-charge, or community leaders. The recruitment criteria were: (1) age 57² years or above, (b) engaged in a work of economic benefit, and (3) receiving pension benefits. The participation was voluntary, and participants were informed of the study's purpose at the outset, after providing their informed consent.

The composition of the focus groups was 5 – 6 members. The participants were asked to narrate their post-retirement life. The group conversation was directed to reveal their retirement life story, post-retirement work engagement and experiences, and how they compared their pre-retirement work life with their post-retirement work life. The discussions were held one hour to one and half hours. The discussions were digitally recorded with the permission of participants, and field notes were taken during the discussions. In addition, reflective journaling was undertaken followed by the discussions.

Findings and Discussion

The study included a total of 23 retired individuals, aged between 58 and 81 years, who were engaged in economically beneficial activities ranging from agriculture and business to private sector employment. Among the participants, only two were female. All were former government employees, except for one. Nearly 50 percent of the participants were involved in agricultural activities as their post-retirement engagement. The table 1 below provides a summary of the participant profile for the study.

² The minimum retirement age in Sri Lanka ranges from 57 to 60 years, depending on the effective date of the relevant Gazette notification (Parliament of the Democratic Socialist Republic of Sri Lanka, 2021).

Table 1
Participant Profile

Participant Code	Age	Gender	Previous Employment	Current Employment/Engagement	Source of Income
K1	75	Male	Water meter reader	Mason work	Pension, other
K2	73	Male	Machine operator	Agriculture, Traditional arts	Pension, other
K3	72	Male	Hospital attendant	Informal sector employment	Pension, other
K4	76	Male	Clerck	Odd jobs	Pension, from odd jobs
N1	61	Male	School principal (Govt)	School principal (private)	Pension, current job
N2	68	Male	Technical officer	Agriculture	Pension, other income
N3	64	Male	School teacher (Govt)	Own business (part-time)	Pension, business
M1	74	Male	Clerck	Agriculture	Pension, other income
M2	69	Male	Police officer	Agriculture, business	Pension, other income
M3	62	Male	School teacher (Govt)	Agriculture	Pension, other income
M4	75	Male	Minor staff	Lottery selling	Pension, lottery selling
M5	61	Male	School teacher (Govt)	School Inspector (Primary)	Pension, employment
M6	62	Male	School teacher (Govt)	Agriculture	Pension, other income
M7	73	Male	Civil force officer	Agriculture (dairy)	Pension, business
M8	59	Male	Armed force officer	Agriculture (paddy-field), property renting	Pension, rental, other income
M9	58	Male	Navy officer	Construction, Agri-business (diary)	Pension, other income
M10	81	Male	Driver	Agriculture	Pension, other income
A1	66	Male	Staff officer	Agriculture (paddy-field)	Pension, other income
A2	60	Male	Police officer	Overseas job, agriculture (diary)	Pension, diary production
A3	72	Male	Health inspector	Resource person (Govt projects)	Pension, other employment
A4	66	Male	School principal (Govt)	Employed as a cashier	Pension, employment
A5	69	Female	Nursing officer	Visiting instructor, trainer	Pension, part-time employment
A6	66	Female	School teacher (Govt)	Private teaching	Pension, employment

Experiences of Post-retirement Work Engagement

Retirees expressed both positive and negative aspects of their post-retirement work engagement experiences. Positive experiences were associated with a sense of freedom from

heavy responsibilities and a greater sense of peace in life. In contrast, negative experiences were linked to feelings of disconnection, rejection, distance from younger colleagues, and strong pride and nostalgia for their former workplaces. The detailed findings are discussed below in accordance with these themes.

Freedom at Work

Many retirees stated that even they are currently engaged in a work, still they experience “relief” from a high workload which was under stipulated rules and regulations and strict supervision. As implied, post-retirement work has not been so strict. Thus, currently they enjoy work being out of regular, scheduled and compulsory work. Several participants were with the view that the work engagement before the retirement were a huge responsibility. A retired female government teacher who is currently conducting tuition classes (home-based) for young school children stated:

It is not like in the school time now, I am free to select what I teach and the time for me to commit to this work. Even children are ok with it. I am happy, I really experience the freedom.

Peace in Life

An important observation made during the FGDs was the lightness shown by participants in their current day-to-day work life. On one hand, the post-retirement work had not been felt serious or highly responsible. Thus, they experienced a peaceful life course which was reflected through “I am relaxed now”, and “life is slowed down after the retirement, so we work slowly”.

A former employee at the provincial council (76) who is currently engaged in work for day-to-day earnings stated “no need to rush out now. Life is spent so calm. No running race any more. I just work for my day-to-day living”. This shows that pre-retirement work had been much obligatory and stressful. In addition to this, it was observed that retirees were not in much expectations of future life. They did not need to think about a long future, but just to live the life until the end. This was implied by another participant stating that “now I do not work for accumulating resources. I don’t need it”.

Disconnectedness

Almost all participants were in the view that they experience disconnectedness at the post-retirement workplace. Some retirees explained it in terms of age-based disconnection while others implied the loosely-coupled relationships at the post-retirement workplace. A retiree (66) who previously worked at the Land Commissioner’s Office, and currently actively engaged in agriculture informed:

I feel like being out of the society-maybe as I have no active involvement with people as before. My current encounters are limited only to those who come to buy my crops. I happily remember my previous work life; it is full of happy memories.

Another participant (81) who was a driver in the government transport service implied the social isolation even at current engagement stating that:

It is good that we have the chance to work at this age. But this is not the same like before. Now it is more than 20 years I have retired, I have continuous feeling of isolation even I have neighbors around.

As social relations (Miura et al., 2022) and social participation (Löfgren et al., 2022) are identified as the key to successful ageing, while feeling of disconnectedness can be viewed as a negative experience in the post-retirement work engagement.

Rejection

Several participants implied the experience that they are not recognized and treated as before due to their categorization as “retired” or “out of focus”. They felt like ‘not in the central focus’. This termed to be a kind of discrimination (or elimination) where retirement itself is experienced as an endorsement of “not in the formal service”. A male government teacher (66) who retired at 60 notified that “retirement” is a label, and retired people are not recognized in the society. He emphasized the need of attitudinal change of the society towards retirees.

Another male participant (72) formerly worked as a hospital attendant regretted the missing of previous work life. According to him:

During my formal job, I attracted the attention of many patients in my ward. Everyone praised me. Not only doctors and nurses, even relations of patients talked to me with respect. I enjoyed it very much. It was not the money that I always thought of but the goodwill came from others. Now I am into informal sector work. No one knows and no one cares. I highly admire my former work and that workplace.

National Academies of Sciences, Engineering, and Medicine (2022) explains this situation closer to workplace discrimination where the society perceives retirees as a category in which perceivers’ attitudes, beliefs, stereotypes, and emotional prejudices play a role.

Distant to Young Colleagues

Several participants of the study highlighted their experience of being distant to young people at work. Interestingly, retirees did not show any displeasure over the attitudes or behavior of their young counterparts, but instead they accepted it as a natural phenomenon. However, a regret was implied when they understood the physical and psychological differences between them and the young workers. For an instance, a retiree (66) from the archeological department, currently engaged in agri-business stated;

I understand that we are now not fitting to the young workforce. There are so many things to create this difference. We cannot stand with youngsters. I am sure young people also feel the same disparity. That is how it is, I accept it.

This is partly explained in the research on generational differences at work (Twenge, 2010). However, some past studies have found that generational perceptions in the workplace are varied among different age groups (von Humboldt et al., 2023).

Pride and Nostalgia for the Former Workplace

By recalling the memories of pre-retirement work life, almost all retirees disclosed a deep sense of pride and nostalgia for the former jobs. This sentiment was evident in statements such as “feel lonely without connections with former workplace friends”; “my previous workplace holds happy memories”; “I still have pleasant relationships with people from my former workplace”; “I greatly admire my previous job”; “I am very proud of the work I did”; “it makes me happy to recall my former job”; “my pre-retirement work life was the best period of my life”; “I feel sad to miss the previous workplace”; and “I am satisfied with how my life was spent during my former job”.

Although this is not an experience related to post-retirement work engagement, it reflects how strongly retirees remain attached to their former jobs and workplaces in comparison to their current engagements.

Expectations of Retirees Engaged in Post-retirement Work

The expectations of retirees were further explored in the study, as outlined in Research Question Two, with the aim of understanding the implications for contemporary and future organizations. The main findings include: (a) a minimalist lifestyle with only a subsistence-level income, (b) low-stress work, (c) autonomy in the workplace, (d) flexible work schedules and a healthy work-life balance, (e) an active social life, (f) a sense of serenity, and (g) pride and recognition from others. The codes and illustrative interview excerpts that informed these themes are presented in Table 2 below.

Table 2*Themes, Codes and Interview Extracts for Identifying the Workplace Expectations of Retirees*

Theme	Code	Interview extract
Subsistence income and minimalist life	Flexibility Less working time	“We need more leisure time now” “Why should we fully engage in jobs now?”
Low-stress work	Less workload No routine work No difficult tasks	“Now I do not want to do much work” “We can’t work now like before, “I prefer simple tasks now”
Freedom	Less responsibility Light work Work with young workers	“I don’t want to work like before. My job was full of responsibilities. Why should I do like that now? No need” “I wish to help young people to do their job. That’s enough now”
Flexible work schedules and work-life balance	Flexibility Less working time	“We need more leisure time now” “Why should we fully engage in jobs now?”
Active social life	More involvement in community More engagement in society (with peers) Enjoy time with contemporaries	“I enjoy spending time with my work-time friends” “Now I can spend more time with friends and neighbors” “Now I enjoy time with my family because I have more time for that”
Serenity in life	Spend time with family Peaceful life Relaxed life	“I want more free time now, still I wish to work” “I don’t want to be busy”
Pride and admiration by others	Recognition of previously held status (position/ rank) Appreciation of past experience (wisdom)	“I don’t want to engage in a low-status work after retiring” “We have done our best in the job; people around know it well”

These findings closely align with the experiences shared by retirees in the above section and provide several key implications, as outlined below.

Conclusion and Implications

The experiences of post-retirement *work* engagements appear to differ from other types of engagements, such as civic, political, or voluntary activities. Returning to economically beneficial work after formal retirement has, to some extent, reintegrated retirees into the rhythm of working life. This conveys an encouraging message to work organizations. The expectations they shared also provide valuable insights.

Retirees engaged in post-retirement work report both positive and negative experiences. Many view the freedom from obligatory burdens as a significant positive aspect. However, they also experience a sense of social displacement—feeling disconnected, isolated, or marginalized from social groups or the community—following retirement. While retirees enjoy remaining active through work, they tend to prefer lighter, less demanding roles during this stage of life. This preference may be influenced by Sri Lankan cultural values, which

regard later life as a time for reflection and peaceful living. Interestingly, retirees often express strong emotional attachment and admiration for their former workplaces, and as a result, they tend to expect similar respect and recognition in their post-retirement engagements.

As suggested by Socioemotional Selectivity Theory, working retirees tend to prioritize emotion-related goals over knowledge-related ones during their post-retirement work engagements. Their desire for meaningful relationships and appreciation from others supports this theoretical perspective. From a practical standpoint, this study highlights the importance of workplaces being more attuned to the emotional well-being of retired employees. Rather than focusing solely on quantifiable achievements, valuing the quality of work and interpersonal relationships may prove more effective for engaging retired workers. Since retirees often feel more comfortable with roles similar to their previous positions, offering comparable job opportunities can lead to more satisfying and productive outcomes. Additionally, the study emphasizes that allowing retirees to craft their own jobs—by giving them the autonomy and flexibility to shape their roles in ways that align with their strengths, interests, and values, while still meeting organizational goals—can be a simple yet powerful strategy for cultivating a motivated and content retired workforce.

Acknowledgement

This study was conducted as part of a survey funded by a grant from the United Nations Population Fund (UNFPA), awarded to a research team from the Faculty of Management and Finance, University of Colombo, Sri Lanka, of which the author is a member.

Declaration of AI-Assisted Technologies in the Writing Process

I declare that I used ChatGpt (AI-assistive technology) to proof-read certain paragraphs of this manuscript. It was used with the purpose of correcting possible language errors in the writing.

References

- Armstrong-Stassen, M. (2007). Organizational practices and the post-retirement employment experience of older workers. *Human Resource Management Journal*, 18(1), 36–53. <https://doi.org/10.1111/j.1748-8583.2007.00057.x>
- Atchley, R. C. (1989). A continuity theory of normal aging. *The Gerontologist*, 29(2), 183–190. <https://doi.org/10.1093/geront/29.2.183>
- Bar-Tur, L. (2021). Fostering well-being in the elderly: Translating theories on positive aging to practical approaches. *Frontiers in Medicine*, 8. <https://doi.org/10.3389/fmed.2021.517226>
- Carstensen, L. L. (2021). Socioemotional Selectivity Theory: The Role of Perceived Endings in Human Motivation. *The Gerontologist*, 61(8), 1188–1196. <https://doi.org/10.1093/geront/gnab116>
- Carstensen, L. L., & Hershfield, H. E. (2021). Beyond Stereotypes: Using Socioemotional Selectivity Theory to Improve Messaging to Older Adults. *Current Directions in Psychological Science*, 30(6), 499–504.
- Carstensen, L. L., Isaacowitz, D. M., & Charles, S. T. (1999). Taking time seriously: A theory of socioemotional selectivity. *American Psychologist*, 54(3), 165–181. <https://doi.org/10.1037/0003-066X.54.3.165>
- Cornell University. (2019, October). *Retiree engagement survey report*. https://hr.cornell.edu/sites/default/files/2022-12/retiree_engagement_survey_report_2019.pdf
- Cubrich, M., & Petruzzelli, A. (2020). Advancing our understanding of successful aging at work: A socioemotional selectivity theory perspective. *Industrial and Organizational Psychology*, 13(3), 369–373.
- Denton, F., & Spencer, B. G. (2008). What is retirement? A review and assessment of alternative concepts and measures, *QSEP Research Report*, No. 427, McMaster University, Research Institute for Quantitative Studies in Economics and Population (QSEP), Hamilton (Ontario). <https://hdl.handle.net/10419/66879>
- De Silva, W. I., & de Silva, R. (2023). Growth and Structural Changes of Sri Lankan Population During Coming Decades with Special Reference to Youth and Elderly. *Sri Lanka Statistical Review*, 2(1), 1–21.
- Dingemans, E., Henkens, K., & van Solinge, H. (2017). Working retirees in Europe: Individual and societal determinants. *Work, Employment and Society*, 31(6), 972–991. <https://doi.org/10.1177/0950017016664677>
- Dohlman, C. S., Zalla, L. C., Chung, E. O., Østbye, T., & Maselko, J. (2023). Generativity and engagement in grandparenting activities among older adults in Northern Sri Lanka. *The International Journal of Aging and Human Development*, 97(2), 249–262. <https://doi.org/10.1177/00914150221143955>

- Dychtwald, K., Morison, R., & Terveer, K. (2024). Career Transitions: Redesigning Retirement. *Harvard Business Review*. <https://hbr.org/2024/03/redesigning-retirement>
- Elder, G. H., Jr., Johnson, M. K., & Crosnoe, R. (2003). The emergence and development of life course theory. In J. T. Mortimer & M. J. Shanahan (Eds.), *Handbook of the life course* (pp. 3–19). Springer. https://doi.org/10.1007/978-0-306-48247-2_1
- Faronbi, G. O., Faronbi, J. O., & Adegbenro, C. A. (2021). Post-retirement work engagement among the elderly in Ile-Ife, Osun-State, Nigeria. *Nigerian Journal of Nursing*, 2(1), 95-106.
- Farr-Wharton, B., Bentley, T., Onnis, L.-A., Caponecchia, C., Neto, A. D. A., O'Neill, S., & Andrew, C. (2023). Older worker-orientated human resource practices, wellbeing and leave intentions: A conservation of resources approach for ageing workforces. *International Journal of Environmental Research and Public Health*, 20(3), 2725. <https://doi.org/10.3390/ijerph20032725>
- Fasbender, U., Wang, M., Voltmer, J.-B., & Deller, J. (2016). The meaning of work for post-retirement employment decisions. *Work, Aging and Retirement*, 2(1), 12–23. <https://doi.org/10.1093/workar/wav015>
- Finsel, J. S., Wöhrmann, A. M., & Deller, J. (2023). A conceptual cross-disciplinary model of organizational practices for older workers: multilevel antecedents and outcomes. *The International Journal of Human Resource Management*, 34(22), 4344-4396. <https://doi.org/10.1080/09585192.2023.2199939>
- Galkutè, M., & Herrera, M. S. (2020). Influencing factors of postretirement work: a systematic literature review, *International Review of Sociology*, 30(3), 496-518. <https://doi.org/10.1080/03906701.2020.1855707>
- Gunathilaka, N., Weerasinghe, M. C., & Samaranayake, D. (2024). Quality of work life and factors associated with it among elderly workers in Sri Lanka. *Journal of the College of Community Physicians of Sri Lanka*, 30(3), 180-189.
- Habib, N. (2019). *Caring for carers in Liaoning Province: Strengthening elderly workforce in the People's Republic of China* (ADB Brief No. 123). Asian Development Bank. <https://www.adb.org/sites/default/files/publication/545681/adb-brief-123-strengthening-elderly-workforce-prc.pdf>
- Haidhir, H., & Dahlan, A. (2021). Engagement In Daily Activities Among People Transitioning from Work to Retirement in Malaysian Perspective. *Journal of Islamic, Social, Economics and Development*, 6(36), 172-183.
- Hewage, P., Hemakumara, G., Pannilage, U., & Herath, N. (2022). Influence of gender difference on the factors associated with successful aging: The case of Sri Lanka. *Journal of Asian Geography*, 1(1), 1–6. <https://doi.org/10.33736/jag.919.2022>
- James, J. B., Besen, E., Matz-Costa, C., & Pitt-Catsoupes, M. (2010). Engaged as we age: The end of retirement as we know it. Issue Brief 24, The Sloan Center on Aging & Work, Boston College.

- Korsakienė, R., Raišienė, A. G., & Bužavaitė, M. (2017). Work engagement of older employees: Do employee and work-related factors matter? *Economics and Sociology*, 10(4), 151–161. <https://doi.org/10.14254/2071-789X.2017/10-4/12>
- Löfgren, M., Larsson, E., Isaksson, G., & Nyman, A. (2022). Older adults' experiences of maintaining social participation: creating opportunities and striving to adapt to changing situations. *Scandinavian Journal of Occupational Therapy*, 29(7), 587–597.
- Madhuwanthi, L. A. P. (2020). When do you retire? Examining intended retirement age decision among public sector employees in Sri Lanka. *South Asian Journal of Social Studies and Economics*, 7(2), 61–72. <https://doi.org/10.9734/sajsse/2020/v7i230189>
- Marsh, C., Agius, P.A., Jayakody, G. et al. (2018). Factors associated with social participation amongst elders in rural Sri Lanka: a cross-sectional mixed methods analysis. *BMC Public Health*, 18, 636. <https://doi.org/10.1186/s12889-018-5482-x>
- Miura, K. W., Sekiguchi, T., Otake-Matsuura, M., Sawada, y., Tanaka, E., Watanabe, T., Tomisaki, E., Okumura, R., Ito, S., & Anme, T. (2022). Patterns of social relationships among community-dwelling older adults in Japan: latent class analysis. *BMC Geriatrics*, 22, 75. <https://doi.org/10.1186/s12877-022-02748-7>
- Mori, K., Odagami, K., Inagaki, M., Moriya, K., Fujiwara, H., & Eguchi, H. (2024). Work engagement among older workers: A systematic review. *Journal of Occupational Health*, 66(1), uiad008. <https://doi.org/10.1093/joccuh/uiad008>
- National Academies of Sciences, Engineering, and Medicine. (2022). *Understanding the Aging Workforce: Defining a Research Agenda*. The National Academies Press. <https://doi.org/10.17226/26173>
- Nilmini, P. G. N., & Samaraweera, G. R. S. R. C. (2022). Beyond the working age: Labour supply of elderly men and women in Sri Lanka. *Journal of Social Sciences and Humanities Review*, 7(1), 29-48. <https://doi.org/10.4038/jsshr.v7i1.105>
- Østbye, T., Malhotra, R., & Chan, A. (2009). Thirteen dimensions of health in elderly Sri Lankans: Results from a national Sri Lanka aging survey. *Journal of the American Geriatrics Society*, 57(8), 1376-1387. <https://doi.org/10.1111/j.1532-5415.2009.02350.x>
- Pak, K., Kooij, A. M., De Lange, A. H., Van den Heuvel, S., & Van Veldhoven, M. J. P. M. (2023). Successful ageing at work: The role of job characteristics in growth trajectories of work ability and motivation to work amongst older workers. *Acta Psychologica*, 239. <https://doi.org/10.1016/j.actpsy.2023.104012>
- Parliament of the Democratic Socialist Republic of Sri Lanka. (2021). Minimum Retirement Age of Workers Act, No. 28 of 2021. *Gazette of the Democratic Socialist Republic of Sri Lanka*, Part II, November 19, 2021. https://employers.lk/wp-content/uploads/2021/12/5i_Minimum-Retirement-Age-of-Workers-Act-No.-28-of-2021.pdf

- Perera, B., Watt, M., Østbye, T., Rajapakse, H., Ranabahu, S., & Maselko, J. (2015). Perceptions of successful ageing in Sri Lankan older people: A qualitative study. *Asian Journal of Gerontology & Geriatrics*, 10(1), 22–30. <https://doi.org/10.12809/ajgg2015.10.1.222>
- Perera, E. A. Y. D., & Weerakkody, W. A. S. (2018). Determinants of post-retirement employment in Sri Lanka. *Kelaniya Journal of Management*, 7(2), 38-53. <https://doi.org/10.4038/kjm.v7i2.7576>
- Perera, Y. (2023). Effect of Workplace Spirituality on Post-Retirement Work Intentions of Public Sector Employees in Sri Lanka. *Proceedings of the 18th International Research Conference on Management and Finance (IRCMF2023)*, University of Colombo, 240-263.
- Premaratna, S. P., Rathnayaka, W., Indeewari, D., & Kodippiliarachchi, P. (2023). A review of literature on sustainable cities and urban ageing: Challenges and opportunities for developing countries. *Sri Lanka Journal of Social Sciences and Humanities*, 3(1), 63-70. <https://doi.org/10.4038/sljssh.v3i1.86>
- Rai, M., & Yadav, I. (2022). Redefining employee engagement and its significance. *International Journal of Health Sciences*, 6(S1), 12166–12176. <https://doi.org/10.53730/ijhs.v6nS1.8043>
- Rinsky-Halivni, L., Hovav, B., Christiani, D. C., & Brammli-Greenberg, S. (2022). Aging workforce with reduced work capacity: From organizational challenges to successful accommodations sustaining productivity and well-being. *Social Science & Medicine*, 312, 115369. <https://doi.org/10.1016/j.socscimed.2022.115369>
- Samaraweera, D., & Maduwage, S. (2016). Meeting the current and future health-care needs of Sri Lanka's ageing population. *WHO South-East Asia Journal of Public Health*, 5(2), 96-101. <https://doi.org/10.4103/2224-3151.206259>
- Sanders, M.J., & McCready, J.W. (2010). Does Work Contribute to Successful Aging Outcomes in Older Workers? *The International Journal of Aging and Human Development*, 71(3), 209-229. <https://doi.org/10.2190/AG.71.3.c>
- Tarkar, P., Dhamija, S., & Dhamija, A. (2016). An analysis on post-retirement intention to work: An empirical study. *NMIMS Management Review*, 31, 73–89.
- Twenge, J. M. (2010). A Review of the Empirical Evidence on Generational Differences in Work Attitudes. *Journal of Business and Psychology*, 25(2), Special Issue: Millennials and the World of Work: What You Didn't Know You Didn't Know, 201-210.
- United Nations Department of Economic and Social Affairs, Population Division (2023). World Population Ageing 2023: Challenges and opportunities of population ageing in the least developed countries. UNDESA/POP/2023/TR/NO.5.
- United Nations Population Fund (UNFPA), Sri Lanka. (2024). *Issue Brief: Population Dynamics and Sustainable Development - Low Fertility, Population Ageing, and Migration in Sri Lanka and Its Implications for Development*. Author.

- Vodopivec, M., & Arunatilake, N. (2008). Population aging and the labor market: the case of Sri Lanka (English). *Social Protection Discussion Paper; no. SP 0821*, Washington, D.C.: World Bank Group.
<http://documents.worldbank.org/curated/en/514991468165892065/Population-aging-and-the-labor-market-the-case-of-Sri-Lanka>
- von Humboldt, S., Miguel, I., Valentim, J. P., Costa, A., Low, G., & Leal, I. (2023). Is age an issue? Psychosocial differences in perceived older workers' work (un)adaptability, effectiveness, and workplace age discrimination. *Educational Gerontology*, 49(8), 687-699. <https://doi.org/10.1080/03601277.2022.2156657>
- Wijesiri, H. S. M. S. K., Wasalathanthri, S., De Silva Welianage, S., & Wijeyaratne, C. N. (2023). Quality of life and its associated factors among home-dwelling older people residing in the District of Colombo, Sri Lanka: A community-based cross-sectional study. *BMJ Open*, 13(4), e068773. <https://doi.org/10.1136/bmjopen-2022-068773>
- Wilckens, M. R., Wöhrmann, A. M., Deller, J., & Wang, M. (2021). Organizational practices for the aging workforce: Development and validation of the Later Life Workplace Index. *Work, Aging and Retirement*, 7(4), 352-386.
<https://doi.org/10.1093/workar/waaa012>
- Wu, T., Ku, L.E., Chang, J., Chiu, C., & Hu, S.C. (2024). Working retirees in Taiwan: examining determinants of different working status after retirement. *BMC Geriatrics*, 24(1), 224. <https://doi.org/10.1186/s12877-024-04849-x>
- Zaccagni, S., Sigsgaard, A. M., Vrangbæk, K., & Pirhonen Nørmark, L. (2024). Who continues to work after retirement age? *BMC Public Health*, 24, 692.
<https://doi.org/10.1186/s12889-024-18161-1>