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*Generativity and Aspirational Dignity in Old Age - The Engagement of
Older People for Younger People among Elite Professionals in Delhi and
other Indian Cities*

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Chapter 1

Theoretical Framework

1.1. Summary

Population ageing is a demographic reality and it has implications on the economy, societal and family relations, healthcare cost, government policies, forms of work and retirement to name some. In future the population of the elderly is expected to rise which will have its own consequences. The process of aging includes physical and cognitive decline along with change in attitudes and beliefs about old age. The elderly experience various changes in life such as retirement, discrimination and societal and workplace age climates. The transition to retirement causes problems such as financial, self-esteem etc.

Post retirement some elderly decide to work, contribute and be engaged by taking up second innings in order to meet their financial needs, be meaningfully engaged, elevate their emotional and physical wellbeing, make contribution to the society and meet their criteria of good-life. While some elderly prefer being employed, others prefer being self-employed. These retired elderly take up the responsibility to develop the young generation and contribute to societal development. Thus, becoming an inspiring and motivating force in shaping demographic change.

Generativity and aspirational dignity are the integral aspects of active ageing framework. Through review of relevant literature, an attempt is made to understand the diverse means of implementing the concept of generativity in older age, with the goal of enriching the optimistic view of ageing from developmental viewpoint.

The theoretical framework of study takes into consideration the fundamental and pertinent concepts of ageism, generativity, ageing with dignity, respect and social inclusion, cultural values and attitudes, health and wellbeing, meaningful involvement and productive ageing. In this study 'Generativity' theory of human development stages by Erikson (1950/1963), by McAdams and de. St. Aubin (1992) and dignity of older people by Nordenfelt (2003) have been adopted to explain the meaningful engagement of older people in work environment in the changing intergenerational relations in urban Indian societies.

In this backdrop, the present chapter aims to develop a conceptual and theoretical framework on generativity and wellbeing among older persons as components of active ageing; to examine the factors that influence active ageing in general and generativity in particular and to look into the socio-cultural peculiarities of India with regard to re-employment, work opportunities and generativity among elderly.

The review of literature is divided into two main sections. Section one gives a brief sketch of the demographic situation of population ageing and discusses its implications at the micro and macro levels, particularly in view of the vulnerabilities of the elderly. Section two elaborates on the generativity aspects and wellbeing, as emerging from 'Active Ageing', giving conceptual and theoretical underpinnings. It also highlights the factors influencing generativity, wellbeing and related variables while reviewing the studies in this area.

1.2. Introduction

Population aging is an inevitable consequence of demographic transition. This happens due to decline in fertility and death rates and the resulting increased life expectancy at birth. (Bloom & Finlay, 2009; Garcia et al., 2019; United Nations, 2017). Population ageing is the new demographic actuality and it has implications on the economy (Albuquerque et al., 2020), societal and family relations (Agree, 2018), healthcare cost, government policies and forms of work (EHRC, 2019) and retirement to name a few. Population ageing across the world is foreseeable and unavoidable, and it will have various implications. For instance, the consumption of public and private goods and services at old ages is fast increasing in the Asian countries (Ladusingh & Maharana, 2018). Paul Wallace (1999) described it as ‘Age quake’ and stated that ageing is expected and the mankind will be prepared to face a world converging on the elderly.

By year 2050, 1 out of every 6 persons in the world would be above 65 years. This is an increase from 1 out of 11 in year 2019 (World Population Prospects 2019, United Nations 2019). The average global life expectancy has increased from 53 years in 1970 to 72 years in 2019 (World Population Ageing, 2019). According to World Population Ageing 2019 report there are 703 million elderly, who are 65 years. This number is predicted to rise to 1.5 billion in year 2050. Adding further, there has been a rapid increase in share of 65 years aged population from 6% in year 1990 to 9% in year 2019. It is forecasted to further increase to 16% in year 2050. The increase in population of those aged 80 years and above has shown similar growth from year 1990 to year 2019, where their number became three times (54 million to 143 million). It is forecasted by years 2045 to 2050 this number would touch 426 million (World Population Ageing 2019, UN). Further, by 2030, there would be more grandparents (1.41 billion) in the world than grandchildren under 10 years (1.35 billion). And, by 2050, older persons (2.1 billion) would outnumber adolescents and youth at ages 10-24 years (2.0 billion) (United Nations, World Population Ageing, 2017).

As per Census 2011, India consists of 104 million elderly persons (aged 60 years & above) at present, with 53 million females and 51 million males. Further, this ageing population is expected to rise to 173 million by 2026. The demographic transition in India is likely to bring about unprecedented changes in the age composition of the population. The share of the elderly population aged 60 years and above is expected to increase to 12.5% in 2026 and 20% in year 2050 from the current figure of 8%. Further, as per Census 2011, about 46% elderly men and about 11% elderly women in urban areas in India contribute to economic activity, while the agrarian elderly men and women contribute 66% and 28% economic activity respectively. (*Elderly in India*, Central Statistics Office, 2016).

Nearly 93 percent of the Indian population works in the unorganized sector where there are hardly any retirement related social security options. People in informal sector work till their physical capacities wane and then they are thrown out of the job market. They are reduced without any pension or provident funds or reemployment. The National Policy on Older Persons (1999) brings out that one-third of elderly in India are living below poverty line and another one-third are just above it. Thus, two-thirds of the aged population in the country is

economically vulnerable (Sivaramakrishnan, 2014), needs social assistance and encounter numerous challenges in making both ends meet (Agarwal et.al., 2016). In terms of numbers, out of 81 million elderly, 51 million are poor. Moreover, 60 percent elderly men and 19 percent aged women are forced to work, despite failing health conditions in order to survive (HelpAge India, n.d.).

Findings also indicate that the elders from poorer and weaker sections have higher compulsion for labor participation in both rural (Shohe & Srivastav, 2018) and urban areas (Singh & Das, 2015). There is heterogeneity in the labour force participation of older persons in India. Elderly women in India have one of the lowest workforce participation rates in the world, especially those in urban setting (Bhalla & Kaur, 2011). Workforce participation rate of elderly men is three times higher than that of elderly women (Rajan, 2010). Looking at the sectoral distribution, the National Sample Survey Organization (NSSO), round 68 (2011-12) brings out that in rural India, agriculture sector accounts for more than two-thirds of employment for both elderly men (78%) and elderly women (79%). Service sector is the second most important source of employment for the elderly in India. Unlike rural India, service sector provides the predominant share of employment to the urban elderly. Among the economically active urban elderly, 55% of the males and 49% of females were employed in the service sector in 2011-12. However, irrespective of sectoral distribution, mostly elderly get low wages and poor working conditions.

Rajan (2010) notes that higher percentages of the old people are either self-employed or casual workers, in contrast to younger workers. In the year 2009-10, among the older workforce, 25% were casual workers, nearly 70% self-employed and only 4% were in regular salaried work. He analyzes that the reason of high concentration of older workers in self-employment compared to working age group (15-59 years) is the hesitation to hire older persons on regular salaried jobs owing to their health deterioration and assumptions that elderly are not mentally agile. With retirement age being nearly 60 years in public sector, very few old people are seen in regular salaried jobs in comparison to younger age groups (Rajan, 2010). It may thus be concluded that not only high proportion of older workers are engaged in low skilled occupations, they are also paid less in almost all the occupations in comparison to younger workers. There is enough evidence indicating availability of scanty resources for a huge section of needy population group of the elderly (also see: Srivastava & Mohanty, 2011).

In addition to the general vulnerabilities due to unfavorable work conditions in India, the elderly are prone to facing age specific challenges, thus, making them doubly vulnerable (Srivastava, 2021). Despite The Government of India Policy on Maintenance and Welfare of Parents and Senior Citizens Act (2007), about half (50 percent) of the elderly in India are facing abuse that includes neglect, disrespect, maltreatment, verbal, physical, violation of rights, deprivation of choices and basic needs and exclusion from social functioning of the family. Yet, the increasing reports of crime and violence against the elderly are a cause of concern because only one in every six crimes gets reported (HelpAge, India, 2015). The elderly refrain from reporting abuse against them because of fear, shame and reprisal. Govil & Gupta (2016) using the data from a cross-sectional survey conducted in suburbs of Mumbai, India, showed a high incidence of elder

abuse and family members being the main perpetrators. Elder abuse has significant negative impact on all dimensions of quality of life of older women. The low awareness of their legal rights that help in the prevention of age-based discrimination in the country is also an important reason for their vulnerabilities (Maurya, et al., 2022).

A report by UNFPA based on BKPAI (2017) data showed that half of the older persons carry some form of psychological distress. Mental health status also worsens with advancing age (Reddy et al., 2013). The mental health vulnerabilities are higher among the oldest old, women and those who are poor and less educated (Agarwal & Keshari, 2014). Also, the labour force participation depends on health status (Chattopadhyay et al., 2022). Kaushik and Tandon (2015) attribute destitution among the elderly to their inadequate socio-economic and health conditions, and also highlights ineffective implementation of many of the welfare schemes introduced by the government.

These issues are further worsening due to market institutions superseding many traditional values. The care of the elderly in India in the past has been accorded primacy due to long-drawn tradition which seems to be superseded by more individualistic values and the concern of the younger population for elders is dwindling (Alam et al., 2012). With changing filial and intergenerational ties, familial care is being replaced by the market (Gangopadhyay, 2021) and the market is adapting with the growing population of elderly (Samanta, 2018). All the studies on elderly examined the vulnerability of elderly associated with their weak socio-economic background and dwindling familial values. However, no study, as per best of our knowledge, touched upon the challenges faced by elderly at work place. Further, the common assumption that vulnerabilities of elderly are connected with their socio-economic challenges misses out on an important form of the vulnerability among the highly educated elderly – they go through adverse scenario at work place. Further, the available literature related to the Indian scenario fails to answer the most important question as to why elderly from the prosperous background join employment after retirement. An important finding is observed from the study of Evandrou et al., (2017) which suggested negative relation between household wealth and mental health. The association between experiencing elder abuse and reporting poor mental health is strongest among older people in wealthy households. As per our knowledge there is no study examining various dimensions of successful ageing among the reemployed elderly.

Similarly, there are some studies in India on challenges faced by the elderly but rarely are the subjects of generativity and wellbeing from work perspective touched upon. For instance, a study examined the association between generativity and quality of life (QoL) based on three hundred and forty-eight rural Indian elderly. The better socio-economic background as measured by higher education, inheritance income, more living children, and a son/daughter living in the home predicted higher levels of generativity. The performance in term of generativity improves with higher Quality of life. The family relationships were found to be important for generative development. Thus, the study showed that family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai et al., 2021).

There are various understandings of old age. There are people who grow older and define “old age” in terms of greater years than their current age (Logan et al., 1992). Many people don't want to age, rather want to postpone it assuming that old age will never arrive. But in reality, they succumb to stereotyping their own old age (Rothbaum, 1983). Similarly, aging is viewed in the form of stereotypes of what older people ought be (Taylor & Earl, 2015). The process of aging is not only limited to the physical process of aging, but also includes the psychological aspect along with change in attitudes and beliefs about old age (Chalise, 2019). The elderly experience various changes in life such as retirement, discrimination and societal and workplace age climates.

Retirement is an important turning point in life of working individuals. It brings not only financial, emotional but also society related changes into lives of the elderly (Ward, 2019) and impacts perceived state of health (Ucieklak-Jeż & Bem, 2021). Once considered productive and respected, post retirement the elderly are perceived as non-productive, a burden and they face forms of ageism. The retirement from work or ‘role exit’ leads to issues such as identity crisis and brings about a sudden end to one's career. As Ebaugh & Rose (1988) describes role exit, i.e., the process of leaving the role that was central to one's identity and recreating a new role. Losing existing work-identity and forming a new identity impacts life satisfaction levels, wellbeing and generativity.

Further, the society places much importance to productivity, where the youth are valued and the aged population is considered spent force and a burden on society. The transition to retirement offers problems to the retiree in several aspects of life. There is deterioration of physical and cognitive health (Arokiasamy & Yadav, 2014), reduced financial income and few reemployment opportunities. The shift from being considered an asset to becoming a liability to the family and society at large with very few policies for the elderly in place this transition affects the retiree's self-esteem as he/she is not able to demonstrate their power or earning and responsibility. Further, the challenge remains how the older persons can sustain themselves, remain healthy, be an integral part of society, enjoy a good quality of life without hindering pace of development (Roy, 2019). Some elderly take up the challenge and decide to work, contribute and be engaged by taking up second innings or jobs after retirement in order to meet their financial needs, be meaningfully engaged, elevate their emotional and physical wellbeing, make contribution to the society and meet their criteria of good-life. While some elderly prefer being employed, others prefer being self-employed. These retired elderlies take up the responsibility to develop the young generation, contribute to societal development and develop their own selves to determine their process of aging (Gangopadhyay, 2019). Thus, becoming an inspiring and motivating force in shaping demographic change. Similarly, the corresponding documentation on startups in the chambers of industry and commerce suggests that numerous entrepreneurial needs are required, which require professional expertise. Compensation for a lack of expertise requires support from persons having professional expertise and personal competences. As research study shows that reemploying the experienced older people in work benefits them not only to stay healthy, active and productive but also to enhance their dignity of merit as they are utilising their capabilities (Jessup & Greenberg, 1989; Belous, 1990; Libassi, 1991).

This study seeks to study the occupational and personal potential of older people who chose to work after retirement. In this context, findings of gerontological research on the subject "expert

knowledge in old age" are significant (Carlsson & Smith, 2011; Cohen, 2005; Lubart & Sternberg, 1988). These show that the integration of professional expert knowledge with personal competences (Staudinger, 2013), which is trained in the curriculum vitae, creates cognitive, emotional and motivational potentials that can lead elderly people to become important counselors for young people (see Staudinger, 1996; Kruse, 2009).

The professional strengths of older employees in studies can be characterized as follows: High competence in dealing with complex and familiar situations, pronounced decision-making and action economy, adequately prepared decisions, far reaching time and target planning, overview of familiar work areas, effective cognitive and action-related professional strategies, recognizing own performance potential and limits and, social and communicative competence (Kessler, Kruse & Staudinger, 2010). In addition to the above, as an international study by Klemp & McClelland (1986) showed, the potentials of the elderly are by no means limited to knowledge systems and action strategies, but also include personality aspects. The following occupational potentials of older people were identified: 1. planning behavior and causal thinking; 2. Synthetic and conceptual thinking; 3. Search for relevant information; 4. exercising control; 5. Motivation of employees (giving suggestions, reinforcing the actions of employees); 6. Cooperation and teamwork (integrating own goals and skills in group processes); 7. Model function for other people; 8. Self-awareness and motivation.

The professional strengths described here can also be interpreted as the basis for creativity in old age (for example Kruse & Schmitt, 2011), as well as for the generativeness of the elderly (for example, Kruse & Schmitt, 2012). In the gerontological literature, it is assumed that the possibility of engaging and promoting young people in their (professional and / or personal) development is of great importance for the emotional condition as well as for the inner life in old age (see here Kruse, 2017, see McAdams & St. Aubin, 1992). It is, however, considered necessary to create appropriate opportunity structures so that the elderly can also find the opportunity to implement their cognitive, emotional and motivational potentials in intergenerational relationships. On the other hand, there will always be a multitude of personal skills which the reemployed elderly would bring into the organization.

The planned research is based on an empirical study of the extent to which elderly people in India have the opportunity to use their expertise and personal strengths in intergenerational relations. This project seeks to study the occupational and personal potentials of older people who chose to work after retirement, including those who chose to form companies or startups. The aim is to examine the extent to which elderly people are actively involved in work post retirement, the interest of the elderly in such an engagement and the importance of this commitment for the individual's emotional condition. It is also to be examined to what extent older people in the commitment described here see an opportunity to realize their personal criteria of a good life (Kruse, 2005), that is to implement their idea of dignity, where the concept of "aspirational dignity" is used in international literature (Nordenfeldt, 2004, Schroeder, 2012, Schmitt, 2012). It would be interesting to see from the study how the opportunity structures, be it financial, social or physical support the elderly at the workplace along with the personal and professional capabilities.

1.3. Objectives

- To understand the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations.
- To examine the extent to which elderly people are actively involved in the reemployment/second innings, the interest of the elderly in such an engagement and the importance of this commitment, above all, for the individual's emotional condition.
- To what extent older people in the commitment described here see as opportunity to realize their personal criteria of good life.

1.4. Research questions

- To what extent the elderly in India have the opportunity to use their expertise and personal strengths in intergenerational relations?
- How the elderly in India are involved with the younger generation at workplaces?
- How far they are committed in their engagement?
- To what extent older people in the commitment see an opportunity to realize quality of life (QOL)?

1.5. Hypotheses

It is assumed that the generativity motif described in the theoretical literature can also be seen in older people in India. By examining this assumption, a contribution is made to intercultural overlapping constructs. It is assumed that if there is the possibility to implement one's own professional and personal potentials in intergenerational relations in a manner appropriate to the new area of commitment then emotional sensitivity as well as inner life and aspirational dignity will be positively influenced. It is also assumed that the elderly are committed to this engagement. Finally, it is assumed that elderly people can see enrichment in the engagement with younger generation at workplace.

The objective of this research is to analyse perspective of the employers on elderly, wellbeing and generativity of the elderly at workplace and analysis of the elderly based on internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (sociodemographic factors). The study first analyses responses of the employers based on the field level qualitative responses and observations as experienced during the interview i.e., to understand employers' perspective and get information on possible support of the elderly in new workplace and get some information about the assessment of this support by the employers. In order to understand wellbeing and generativity at work place and to assess the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations, to examine the extent to which elderly people are actively involved in the reemployment/second innings, the interest of the elderly in such an engagement and the importance of this commitment, above all, for the individual's emotional condition and to what extent older people in the commitment described here see as opportunity to realize their personal criteria of good life the responses of elderly workers were analysed using both qualitative and quantitative methods. Further, qualitative analysis is also

undertaken by identifying ideal typical groups by way of psychological characteristics and sociodemographic factors of the elderly.

Further, an important objective of this research is to analyse the concepts of generativity and wellbeing in order to develop a proper framework that enables an elderly or retiree in facilitating different sources of potentials to a successful life even at a later stage of life. Generativity and aspirational dignity are the integral aspects of active ageing framework. Erik Erikson, the noted psychoanalyst, in 1950 coined this term to signify a concern among people for establishing and guiding the next generation. Generativity is inextricably linked to independence, fulfilment, aspirational dignity, and the like. Through reviewing of relevant literature, an attempt will be made to understand the diverse means of implementing the concept of generativity in older age, with the goal of enriching the optimistic view of ageing from developmental viewpoint. The theoretical framework of study takes into consideration the fundamental and pertinent concepts of ageism, generativity, ageing with dignity, respect and social inclusion, cultural values and attitudes, health and wellbeing, meaningful involvement and productive ageing. In this study 'generativity' theory of human development stages by Erikson (1950/1963) and dignity of older people by Nordenfelt (2003) have been adopted to explain the meaningful engagement of older people in work environment in the changing intergenerational relations in urban Indian societies.

In this backdrop, the present chapter aims to develop a conceptual and theoretical framework on generativity and wellbeing among older persons as components of active ageing; to examine the factors that influence active ageing in general and generativity in particular and to look into the socio-cultural peculiarities of India with regard to re-employment, work opportunities and generativity among elderly.

The review of literature is divided into two main sections. Section one gives a brief sketch of the demographic situation of population ageing and discusses its implications at the micro and macro levels, particularly in view of the vulnerabilities of the elderly. Section two elaborates on the generativity aspects and wellbeing, as emerging from 'Active Ageing', giving conceptual and theoretical underpinnings. It also highlights the factors influencing generativity, wellbeing and related variables while reviewing the studies in this area.

1.6. SECTION I: Ageing and Emerging Issues

Population ageing is a worldwide phenomenon affecting countries at different levels and pace (Khan, 2018; Dugarova & Gulasan, 2017; World Bank Group, 2016) and it reflects achievement of human development such as enhanced health, increased longevity and reduced mortality (UN 2017; UNDESA 2007).

The population demographics have changed significantly from 1950 to 2019 leading to worldwide changes. Improved health and reduced mortality have changed the ratio of the dependent young generation and the working population from 1.8 to 2.5 from year 1950 to 2019. In the higher income countries, the population over 65 years will continue to increase compared to the young population, thereby implying reducing proportion of the population

working-age. Similarly, the low-income countries with high proportion of young population will witness increasing proportion of population not in the productive bracket. This can have negative impacts for labour productivity, capital formation and savings rates. (United Nations, Population Division, 2019).

By 2050, the proportion of older persons to the general population is forecasted 35 percent in Europe, 28 percent in Northern America, 25 percent in Latin America and the Caribbean, 24 percent in Asia, 23 percent in Oceania and 9 percent in Africa.

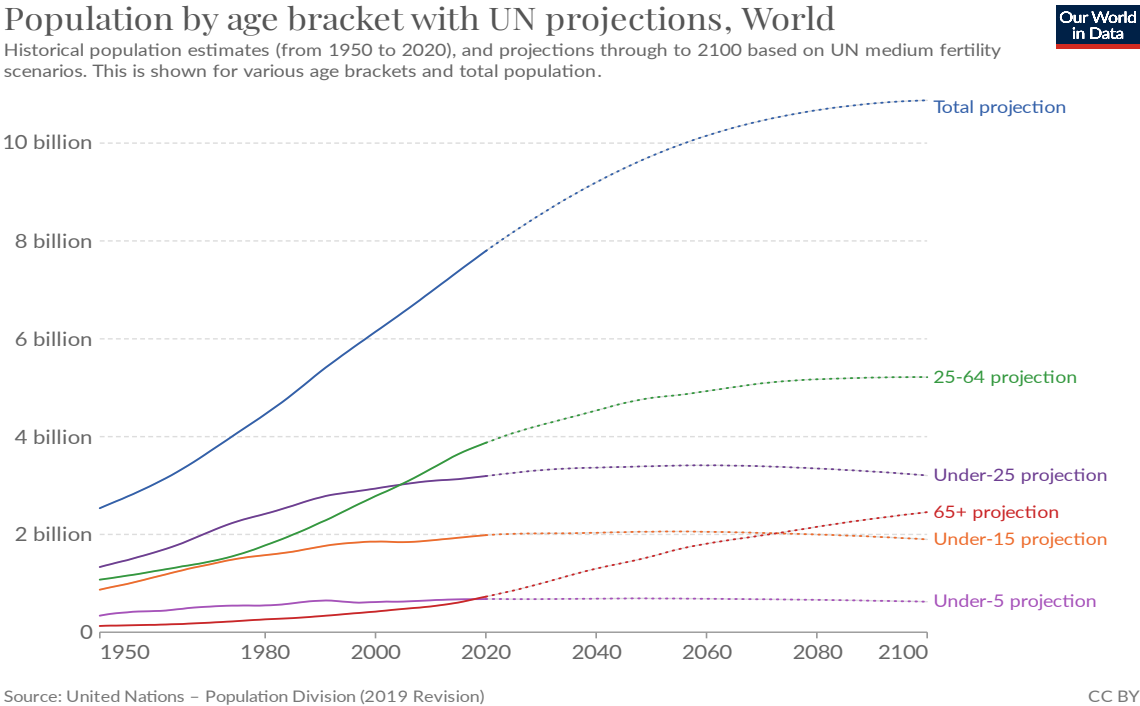


Figure 1.1 Population by age bracket, United Nations 2019

As per United Nations Population Division Report (2019) India’s 60 plus population share is projected to increase from 8 percent in 2019 and to about 20 percent by year 2050. Census of 2011, India has about 104 million people who are 60 years or above, which includes 51 million males and 53 million females.

Aging and emerging issues

Aging is a phenomenon unique to the human species (Hayflick, 2000), is a lifelong process of growing old (Chalise, 2019) and is a stage of human life cycle that is marked by decreased homeostatic balance, physiological and cognitive functionalities that ultimately cause death (Kowald & Kirkwood, 1996). Old age is an inevitable process just like race and sex, and ageing is not a matter of choice. Ageing is an eventual process of life cycle and everyone has to go through it, so it needs better understanding. Interestingly, as is the rise in ageing population, same is the case with rising population of youth. For instance, with median age of 29 years in 2020, India is the youngest country in the world. Presently, out of total world population of 7.3 billion, the young constitute about 1.8 billion. And in India the young population between the

age group 10 to 24 is the highest in the world (UNFPA, 2014). Similarly, as per India Census report 2011, 65% of the total population is less than 35 years of age and 50% is below 25 years.

Similarly, an important gauge, the old age dependency ratio (OADR) is projected to increase from 16 in year 2019 to 28 in year 2050. OADR is defined as the number of persons aged 65 years or over per 100 persons of working age (20 to 64 years) and it is used for tracking age structure changes of populace (UN, World Population Ageing 2019, p.13). The increase in OADR can be attributed to declining fertility and improved longevity of the elderly that affects the relative size of different age groups in a population. And it is for the first time that four generations represent the workforce at the same time including, (i) Traditional generation born before 1946, (ii) Baby Boomer generation born between 1946-1964 (iii) Generation X born between 1965-1980 and (iv) Generation Y or Millennial born after 1980.

The existence of four generations in the workforce at the same time is bound to create conflicts and differences in the workspace. The employees from four different generations will have different expectations and similarly their way of working will be different (Clark, 2017; Standifer & Lester, 2020). This multigenerational workforce for instance, has polarised perceptions, values and thinking process (Lewis & Wescott, 2017). On one hand the aging workers are highly experienced, work-oriented, skilled and stable in employment. While on the other hand the younger generation are better educated, increasingly mobile, exhibit less organizational commitment, are entrepreneurial and technologically advanced, literate and are much more interested in work-life balance than their parents and grandparents (Chalofsky, 2010, p.62; McGuire, By, & Hutchings, 2007). There are various misconceptions and negativities attached with aging that includes that older people are set in their own ways and unable to change, are cranky and mean, overtime become socially isolated and lonely (Kuptez, 1994). There are various commonly used phrases used with ageing like- golden age, forever young, age is just a number etc. But by the time most of the people reach old age, they are unhealthy and unable to do normal activities. It is important to enable and make people of all ages realize that ageing is an eventual process and not as matter of choice. At all ages one can enjoy healthy, active and fulfilling life, make contribution to the society and have wide variety of options available to them. The experience of old people should not only be determined by vulnerability as it also expresses mental growth and coping skills (Kruse & Schmitt, 2022). It is important that we should be sensitive to the needs of all and understand the differences i.e., “uniqueness of being” (Kuptez, 1994).

(a) Population Ageing and Sustainable Development Goals (SDGs)

The rapid population growth with increasing human longevity and demographic transition, the “mega-trends” that characterise the global population include population growth, population ageing and urbanization (United Nations, World Population Ageing, 2019). The United Nations 2030 Agenda for Sustainable Development aims to have a universal plan of action and achieve sustainable development for all in a balanced manner and seeks to realise human rights of all people. It aims at ensuring SDGs are met for all segments of the society, specifically the most vulnerable, including the elderly (Dugarova, 2017). In order to achieve the integrated 2030

Agenda, it is important to take necessary steps for the ageing population such as poverty alleviation (Goal No.1), health and wellbeing (Goal No. 3) and Decent work and economic growth (Goal No. 8). Further, the focus is on addressing exclusion and vulnerabilities of the elderly, and identifying them as society's representatives to help accomplish transformative, inclusive and sustainable development outcomes (UNDP, HelpAge, International AAPR, 2018 pg.7).

Older people can provide significant opportunities for sustainable development through their active engagement, and their professional and personal competencies. They are important constituents in a society and make significant contributions by working in both formal and informal workforces. Today older people are contributing to entrepreneurial ecosystem (Lee & Wang, 2017), to formal work as high shares of older workers are associated with higher productivity (Malmberg, Lindh, and Halvarsson, 2005; Van Ours, Stoeldraijer & Age, 2010) and the elderly women playing important roles in performing home and familial duties in form of unpaid work. (UNFPA & HelpAge International, 2012). In addition to these the elderly are actively involved in voluntary work and contribute in strengthening social capital by building a network of relations among people based on shared values, faith and solidarity (OECD 2007). The elderly are a societal asset as they share their experience, knowledge and skill and develop the younger generation by engaging and promoting them professionally and/or personally. Despite this, the older people have not systematically benefited from developmental gains and their needs and issues are not addressed. There is lack of proper comprehensive policy for the elderly and at times things are overlooked by the policy makers. (UNDP 2016; UNFPA & HelpAge International, 2012).

(b) Population Ageing and Developmental Concern

Aging at work is a dynamic process. The jobs can be broadly divided into two categories based on age: i) young-type job is associated with tasks that rely on physical endurance and ii) old-type job requires extensive knowledge and experience (Kaufman and Spilerman, 1982).

Job demands decrease as employees move toward retirement, because they either get assigned less challenging responsibilities or have voluntarily modified their employment terms to part-time (Ng & Feldman, 2008). As research study by Choi et al. (2018) has shown that moving to less demanding jobs is positively associated with satisfaction. Though the older workers is the skilled group but is the most vulnerable (Silverstein, 2008). With new jobs and skill types the older workers face adversities such as job loss, lack of retraining opportunities and age discrimination (Autor, 2019), face negative perceptions of their job performance from their supervisors (Hassell & Perrewe, 1995) and the assumed gap between productivity and wages becomes a reason for firms not to hire elderly workers (Breinek, 2018). Organizations are reluctant in investing in older workers since their younger counterparts would have more years remaining in their careers for companies to benefit from their investment (Schultz, 1961).

The share of elderly aged 60 years and above is expected to increase across the world and this would lead to lower labour force participation rate, more spending on healthcare facilities and issues such as pension time bomb. The demographic change will lead to younger people in the

workforce being unable to bear the burden of the retirees receiving government guaranteed pension payment. It means there will be a mismatch between government inflow and outflow that will become too large to sustain and is referred to as the 'pension time bomb' which is ticking and can explode anytime. (Shojai et al., 2003). Thus, there will be a lot of burden on the working younger employees. Looking at economic vulnerabilities, old age declines earning capability of the old people. In countries like India, in the formal sector, there is compulsory retirement in the government sector around the age of 60 to 65 (depending on job sector) and in the private sector between 55 to 60 years, and many of them retire without social security benefits. This impacts economic conditions of older people severely. Consequently, older people tend to work less and have lesser financial resources to meet their increasing requirements like healthcare. As Getzen (1992) describes, Age affects the allocation of spending, but not the total amount of funds available. The increasing burden of health expenditures is largely a policy and cost management problem rather than a demographic one.

Further, in India about two-third population is economically vulnerable and requires social support. And about 93% elderly are involved in the unorganized sector. The National Sample Survey Organization (NSSO), round 68th (2011-12) brings out the agrarian segment accounts for 66.67% employment of the elderly. The services sector accounts for most employment in the urban India. Further, the older persons are majorly involved in elementary and low-end occupations and a miniscule proportion is involved in skilled occupations such as administration, management and professionals. The higher percentage of older people are either self-employed or are casual workers, unlike the younger workers. The reason being the employers are hesitant in hiring older employees on regular salaried jobs owing to their deteriorating health and the assumption that they are not mentally agile (Rajan, 2010).

Though population ageing is a worldwide phenomenon it has variable effects on developed and developing countries (Khan, 2018). The socio-economic development in developing countries, in comparison to developed nations, has not been in consonance with the rapid increase in their elderly population. As Kalache and Keller (2000) analysed that in many developed countries, population ageing was a slow process that succeeded stable socio-economic growth that happened over years and generations, while in developing nations it's reduced into two to three decades. Thus, while developed nations prospered before they got old, the developing countries on the other hand are becoming old before achieving social and economic growth, and necessary development.

Further, the developing countries are encountering several issues with respect to the elderly. The elderly are having reduced societal and familial roles due to various factors such as urbanization, youth migration for better prospects, changing family structures from joint to nuclear families and increased number of women entering workforce. These factors account for loneliness and increased vulnerability of the elderly due to disproportionate reduction in support and care received commensurate to their requirement. This in turn increases their dependency on self or outside support. Most elderly are left with little choice but to be self-dependent and maintain their health and wellbeing. Some elderly are therefore taking up second innings or jobs after retirement, while some are setting up businesses to sustain themselves. Working post

retirement comes with several problems such as lack of work opportunities, stereotypes, lack of government policies for elderly at work and not so positive attitude of the employers and co-workers.

Though aging of the world's populace is considered a success, on the flipside, it offers major challenges in almost all the domains of human life. Since the elderly are usually considered as retired from social and economic life, providing social security to huge segment of population of older people is a challenge to governments across the world for economically well-off nations and more so for the developing countries where resources are scarce to meet the basic needs of the general population. Since the increasing Elderly Dependency Ratio and the decreasing Potential Support Ratio (PSR) put burden on the young generation these can in turn have various implications like socio-economic, intergenerational conflicts, generativity mismatch at workplace.

(c) Population Ageing and Health

Rapid increase in population ageing means the countries need to provide adequate social protection for older people (ILO, 2014). The increase in elderly population implies augmented pressure on the public health care system, including long-term care, services and technologies for prevention, detection and treatment of diseases (World Health Organization, 2015). The change in the family structure with urbanization where nuclear family system is replacing joint family system has resulted in elderly left alone in later years of their life, hence requiring facility for home-based support system, which is difficult to achieve due to increasing numbers of the older persons (UN, 2017) who need assistance with various activities, including activities of daily living (ADLs) (Katz 1983; Bieńkiewicz et al., 2014). More, ageing is also related to decline in homeostasis, that is the reduced ability of the body to maintain and return to normal operations across different situations (Hedge et al., 2006), thereby increasing their dependence on the younger generation.

The general notion is that people who retire from permanent or government jobs and receive pension benefits are in a better off situation. But this might not be true, as reliance on pension alone is not sufficient to meet basic needs with the rising costs of medicine and healthcare facilities which increase in old age. This phenomenon in particular is everyday reality in developing countries where there are very few or negligible healthcare benefits provided to the older people (HelpAge International, 2016; ILO, 2014).

Though India has both private and public health care facilities, but 83% of healthcare expenses are private out-of-pocket (OOP) expenditure (Duggal, 2007). Indians continue to work as long as they can to support themselves with very limited employment insurance and pension schemes. Further, most casual and self-employed older persons too, find it difficult to afford the high healthcare costs. About 23 percent of the global burden of illness and death afflicts elderly people where much of this burden is due to long term, non-communicable, life style diseases that greatly affect the quality of life of the elderly (WHO, 2014).

Similarly, the decreased capacity of the elderly at workforce may affect their potential, competence, emotional and physical wellbeing and relationships with others at work. For instance, the older workers have reduced capacity and tolerance to do physical exertions, long and odd-working hours such as doing night shifts as with increased age it would take them longer to recover from altered sleep patterns (Blok and de Looze, 2011). The unfavourable conditions can have negative physical and psychological consequences including anxiety, loneliness, loss of dignity, trust and hope.

(d) Population Ageing and Family Structure

Demographic changes have led not only to population aging but also have changed the family structure, family relationships, family forms, implications for intergenerational support (Agree 2018), role of women, family size including: nuclear families, single parenting etc.

Followed by change in demographic behaviours including, marriage, childbearing, childlessness, divorces etc. All these factors have transformed the intergenerational structure of the society, and have increased individual responsibilities. With rising population aging the role of intergenerational relations has become very important (Bengtson, 2001). The baby boomer generation preferred a traditional large/joint family system. The existence of multiple generations together helps in providing care and support to each other for their wellbeing as family geographies and co-residence play an important role in demographic availability of kin (Wolf, 1984). But overtime the traditional family structure has become less normal (Arokiasamy et al., 2012). In current time, due to aspects like commercialization, industrialization and urbanization state of old persons has transformed and so have the values. such as interdependence, cooperation and self-sacrifice giving way to independence, personal mobility and personal achievement. The mentioned aspects have contributed to shift in the structure and working of the system.

Now the elderly, due to increased life-expectancy, good health and changed socio-cultural settings are entering workforce post retirement in form of full-time or part-time. While some are taking up societal responsibility and some looking after homely affairs such as primary caregivers to their grandchildren in absence of parents (Casper et al., 2016) who are working. Several research studies (McAdams, de St. Aubin, & Logan, 1993; Sheldon & Kasser, 2001) have shown that the older persons' commitment to nurture younger generations, as measured by daily strivings, shows an increased and positive sense of self.

(e) Population Ageing and Wellbeing

Older people face various stereotypes, both positive and negative (Ayalon et al., 2021) like old age is regarded as the “golden years” give the image of calm, sweet, and loving grandparent being positive stereotype and on the contrary the negative stereotype would be characterized with older adults as depressed, lonely and grumpy old men. Riediger and Bellingtier (2020) have highlighted that better emotional regulation capabilities are crucial for constructive adaption across the lifespan and they are generally linked with higher level of affective wellbeing (Charles & Luong, 2013). A study conducted on more than 34,000 people aged

between 18 to 85 years old found a U-shaped pattern for reported enjoyment and happiness, with rates highest among people in their 70s (Stone, Schwartz, Broderick & Deaton, 2010). The study highlighted that concern and anger reduced consecutively with older age groups but the unhappiness remained more or less at the same level. Socioemotional selectivity theory (Carstensen, Isaacowitz, & Charles, 1999) predicts that motivational goals shift as people grow older, such that emotional goals become increasingly important. Individuals will prioritize goals that are emotionally satisfying and meaningful when time is perceived as constrained and therefore experience more positive emotions (Carstensen & Hershfield, 2021; Reed & Carstensen, 2012).

Researches have highlighted that there is a relation between age and mental functions of an individual and is basically divided into two categories, fluid intelligence and crystallized intelligence. Older worker force has greater crystallized intelligence that consists of accumulated skills, knowledge, wisdom and work experience. This is very beneficial in case older workers are re-employed as supervisors, mentors and managers to train the younger workforce. This will not only be beneficial for the organization as it helps in passing of the experienced skills and knowledge from older to younger employee. It helps in smoothly passing on the baton to the next generations and affect organizational productivity positively. On the contrary aging workers also suffer from job stress and health. The physical and physiological capacity at age 60 years is only 60% of that at age 20 years (Soto & John, 2012). Not only with rising age they become less productive but also stress of losing the job and limited resources to manage their job requirements affect their performance and wellbeing. More, they experience decline in their physical and psychological abilities. At times the job can be demanding and it might be difficult to cope in older age with high workloads, supervisor expectations, (Ilmarinen, 2006; Koolhaas et al., 2015, Koolhaas, 2014) odd working hours; All these have a negative toll on the aging worker.

As research studies have shown there is a significant relation between cognitively better performing elderly and higher level of education attainment (Lenehan et al., 2015; Schaie, 1996; Albert, 1995). It means that elderly with higher education in early life will have greater mental activity in occupation and lifestyle and will continue to enjoy the leisure pursuit throughout life (Andel et al., 2006; Kramer et al., 2004, Richard, Hardy & Wadsworth, 2003, Richard & Sacker, 2003). As Crystallized intelligence increases with age, the elderly with higher educational attainment will also have higher cognitive reserve and as a result will be able to cope better with age related neurological changes (Saliasi et al., 2015). In addition to these internal factors, environmental or external factors such as socioeconomic status, education level and intelligence quotient (IQ) might influence variability in cognitive performance (Stern, 2002; Foss et al., 2009; Tucker-Drob et al., 2009). These external factors are thought to allow some to cope better with the neural and cognitive decline in the aging brain than others (cognitive reserve theory (Stern, 2002, 2009; Steffener & Stern, 2012). Thus, better physical and cognitive ability have positive effect on individual's overall wellbeing, generativity and helps them perform better at work.

To summarize, population aging is an inevitable consequence of demographic transition and is accompanied by physical and cognitive decline. The elderly experience various changes in life such as retirement, discrimination, and societal and workplace age climates. Retirement is an important turning point in life of working individuals as it brings not only financial, emotional but also society related changes into lives of the elderly, including ageism and stereotypes. The shift from being considered an asset to becoming a liability affects the retiree's self-esteem as he/she is not able to demonstrate their power or earning and responsibility. Ageing is associated with issues in life and at workplace. The increasing Elderly Dependency Ratio and the decreasing Potential Support Ratio (PSR) put burden on the young generation, and the scenario of different generations working together can have various implications like socio-economic, intergenerational conflicts and generativity mismatch at workplace and these in turn can affect health, wellbeing and generativity of the elderly. Hence there is a need to provide adequate social protection for older people.

With the introduction of optimistic concepts of active and successful ageing the notion of development in older age as a fundamental theme is adopted. These concepts are in contrast to the earlier views of elderly being seen as vulnerable, marginalized and socially excluded. Building on the Madrid International Plan of Action on Ageing (United Nations, 2002), The United Nations 2030 Agenda for Sustainable Development aims that the older people provide significant opportunities for sustainable development through their active engagement, and their professional and personal competencies. They are important constituents in a society and make significant contributions by working in both formal and informal workforces. More, the elderly are endowed with greater crystallized intelligence, which is beneficial for mentoring the younger generation personally and professionally. Thus, there is a need to build age-friendly environment and provide opportunity structures for the elderly to optimize their competence, and physical and emotional potentials. The section below reviews the literature on these aspects.

1.7. SECTION II: Fundamental and pertinent concepts

The fundamental and pertinent concepts of generativity, active ageing, successful ageing, ageing with dignity, respect and social inclusion, cultural values and attitudes, health and wellbeing, meaningful involvement, meaningful work and workplace, ageism and stereotype, intergenerational conflict, adaptive preference and work-life balance have been taken into consideration for the theoretical framework of the study. In this study 'generativity' theory of human development stages by Erikson (1950/1963) and dignity of older people by Nordenfelt (2003) have been adopted to explain the meaningful engagement of older people in workplace and the intergenerational relations in urban Indian societies.

Generativity:

Generativity is motivated by a sense of intergenerational solidarity- by the desire to maintain and strengthen intergenerational ties (Kruse & Schmitt 2012, p.3), be meaningfully engaged (Lim et al., 2019) and is imperative for favourable work results (Friederike et al., 2021). Generativity also can be understood as conscious concern for next generation, sense of

intergenerational solidarity and a strong connotation for the psychological well-being of the older people. Eric Erikson's theory of psychological development consists of generativity (vs. stagnation) as the seventh of the eight stages of psychosocial development. This happens in the middle adulthood, that is between 40-65 years. He defined generativity as "primarily the concern in establishing and guiding the next generation (Erikson, 1950/1963, p.267). When Erikson (1997) himself became aged he advocated that generativity is a significant component of human development which has substantial effect on the process of active ageing or successful ageing. The stage is strongly related to various other aspects of life including family, relationships, work and society. "Generativity, then is primarily the concern in establishing and guiding the next generation. The concept is meant to include productivity and creativity (Erikson, 1950, p.240). Generativity is an essential component of dynamic active ageing and is applicable both in individual as well as social level. It is believed that the elderly have the inner desire to leave a legacy behind, that generative concern advances over a period (Nelson & Bergeman, 2020) and that generative individuals experience higher life satisfaction (McAdams et al., 1993), societal engagement (Jones & McAdams, 2013) and subjective wellbeing (Becchetti & Bellucci, 2021).

In larger social context, like in organisations and entrepreneurships, generativity is at play when the older people manage and take care of both the mission and the employees with their vast knowledge and experiences. At workplace generativity can be observed through intrinsically rewarding work (Krahn et al., 2021) and through initiatives such as training, mentoring and leadership. Individuals in later stages of life engage in altruistic activities in order to improve the society for upcoming generation (Erikson, 1994). Also, helping others is found to be the most frequent reason for volunteering among older adults (Guterbock & Fries, 1997).

According to Erikson, generativity occurs in middle or late adulthood. In this stage of life conflicting impulses cause a person to invest in leaving behind legacy for the future generations or focus on self. (Rubinstein et al., 2015). According to Erikson in this seventh stage there exists a relation between generativity v/s stagnation. At this age people try to make a mark and contribute for the better future and this is referred to as generativity and they feel they have contributed to the world. But at the same time some may fail to find a way to contribute leading to stagnation and feel unproductive and uninvolved. They may even experience what is referred to as "midlife crisis". While at the same time look at their past and see the opportunities lost in their lifetime like school, career, children etc. On the contrary some may see this as an opportunity to make their dreams a reality and plan future trajectory.

According to Kotre, generativity is redefined as "a desire to invest one's substance in forms of life and work that will outlive the self." (Kotre 1984, p.10). He argued that generativity is an impulse that can be realised through one's life course and is not a stage of development per se (Kotre 1984,1996). The culture plays a very important role in generativity expression. It is like a point where teacher is no longer just passing knowledge to student. Rather, over time become an active member and help others discover more about self and meaning. Kotre has identified four types of generativity (Kotre, 1984, p.12)

1. Biological (related to begetting, bearing, and nursing children)

2. Parental (related to raising those children and initiating them in the family traditions)
3. Technical (related to passing on skills)
4. Cultural (related to transmitting cultural instruments and ideas).

Creativity and generativity are different. Creativity signifies newness and developing new product. While generativity is passing knowledge and experience and continued caring for the next generation (Kotre, 1984).

Generativity is an arrangement of seven empirically grounded aspects, including inner desire, cultural demand, concern, belief, commitment, action and narration (McAdams & de St. Aubin 1992; McAdams, Hart & Maruna, 1998). The central concept in this model is the generative concern (i.e., conscious concern for the next generation) which is result of motivational forces (cultural demand and inner desire for symbolic immortality). Cultural demand refers to reflecting age structure of society and normative developmental expectation. Inner desire has two components: i) need to be needed, to have a meaningful relation to others, ii) need for symbolic immortality, i.e., to invest resources and potential into things that outlives the self (Schmitt et al., 2010). This concept is further manifested in conscious concern for the next generation and a commitment to take responsibility for the next generation (Schmitt, Hinner & Podolskiy, 2010). The hope in the advancement and betterment of human life in succeeding generations is an important aspect of generative action (1963). Further, the construct and life experience of adult life also play an important role in conceiving views on generativity (McAdams et al., 1997; McAdams et al., 2006). From this viewpoint, adults construct and try to live out a “generativity script” that reflects past generative action. This is significant for current generative concerns and commitments and an understanding of what should outlive the self and what should be transmitted to others as a legacy.

Theoretical understanding of Active Ageing

Ageing is a natural process and the role of elderly people has been a debatable issue. There are various theoretical understandings of ageing that can be explained through three psychosocial theories. In order to understand the viewpoints revolving around active ageing, it is imperative to understand its historical context.

The disengagement thesis by Cumming and Henry (1961) believed that mutual withdrawal or disengagement of the ageing person from social life is a natural and acceptable process. They argued that ageing is characterised by gradual non-involvement and detachment from society and relationship. It is argued that disentanglement from social responsibilities frees older people for internal reflection on one hand and maintains equilibrium in the society by transiting responsibilities from old to young on the other.

In contrast the activity theory propounded by (Havighurst & Albrecht, 1953) was found more apt for warranting wellbeing of the elderly. It laid emphasis on successful ageing. It states by remaining active, maintaining social interactions and taking up roles beneficial for the society the elderly can age successfully. These activities, especially when meaningful, help the elderly replace lost life roles after retirement. The activity theory relates activity and life-satisfaction

positively and thrusts an individual maintains balance in activities from middle age through late life. This theory on the other hand faces shortcomings as it does not take into consideration limited access to resources by the elderly and its failure to detail life-satisfaction activities.

The experience of ageing differs across society or even among different groups within a society. As Rose (1964) argued; *“Of course, there are different degrees and speeds of disengagement among different societies, and within any one society, some people resist disengagement while others start on its course even before they become elderly.”* (Rose, 1964, p. 47.)

On similar wavelength 'continuity theory' that uses the life course approach to outline aging emerged. It built on the activity theory and explained further. It proposes that older adults will make strategic choices to involve in activities linked to their past experiences, both personal and social (Atchley, 1989), that is the older adults try continuing activities, behaviours and associations or relations as in earlier years. Similarly, Kruse and Schmitt (2012) argued that establishing self-consistency in old age concerning life satisfaction may have different experience among older people. As a study by (Lu & Shelley, 2019) showed that continuity theory reveals geographical dissimilarities in relation between retirement and depressive symptoms.

Disengagement from social and professional life may benefit some elderly (Saha, 2020), however, some may benefit from continued role activity of younger and middle-aged people. In this backdrop, notions of active and successful ageing are discussed.

Active Ageing

According to WHO (2002) longer life must be accompanied by continuing opportunities for health, participation and security. Active Aging is the process of optimising opportunities for health, participation and security in order to enhance Quality of Life as people age. Both Active Aging and Quality of Life intersect and Quality of Life is an outcome of Active Aging (Fernández-Ballesteros, 2021). Active Aging is not only being physically active or formally working but it is the ongoing cultural, economic, social and community involvement. These networks of relationships or social capital have linear relation to engagement, initiation and maintenance of activity in later life (Boerio et al., 2021). Active ageing emphasizes on independence, intergenerational solidarity, equality of opportunities and treatment as one grows old. The goal of Active ageing is utilizing the potential of elders through innovation and creativity for the benefit of others and society (Kruse & Schmitt, 2012). Similarly, scientists such as Alan Walker (2010) emphasize on the emergence and application of active aging. In relation to active ageing, successful ageing refers to autonomy and independent living in older age. The advantage of Active ageing over successful ageing is that it is a holistic concept and focuses on increasing employment opportunities for the elderly. It also focuses on competency development and flexible forms of employment (Corsi & Samek, 2010).

The demographic change has led to population ageing that indirectly is putting pressure on the government to provide economic and social security support and adequate healthcare facilities for the ageing population (Cristea et al., 2020). According to WHO (2002) the countries can

afford to have ageing population only when the government, international organizations and civil society enact 'active ageing' policies and programmes to promote health, participation and security of the elderly citizens (p.6). It also entails recognizing that older people are important but often unnoticed resource that have the potential to make significant contribution to the societies they live in. The World Health Organization (2002) strongly advocates for implementing the Active ageing framework by asserting that in all nations, and particularly, in developing nations, initiatives to make the elderly maintain health and remain active are a need and not a luxury. Therefore, active ageing basically means that people realize their potential in terms of physical, social and mental well-being throughout life course and actively participate in society according to their needs, desires and capacities, while providing them with adequate protection, security and care when they require assistance (WHO 2002, p.12). Active ageing framework admits that even retired, ill, elderly or those with disabilities can also be active contributors to their families, peers, communities and nations.

In order to propagate the positive idea of active ageing World Health Organization came up with 'active ageing' during the nineties (WHO, 2002). Therefore, concepts of ageing well such as successful ageing, healthy ageing, productive ageing or competent ageing are developed. And each of these concepts understands the potentials of old age in a different manner. The active ageing approach is in sync with the United Nations Principles of independence, participation, dignity, care and self-fulfilment. Several social scientists (Kruse & Schmitt, 2012; Schoklitsch & Baumann, 2012; Villar, 2012) maintain that the application of the notion of generativity to older people may give better understanding of the nuances of active and successful ageing.

Successful Ageing

The concept of 'Aging well' has varied definitions such as active aging, successful aging, productive aging, healthy aging, positive aging but a common description and framework is yet to be established. The terms, successful aging and active aging are more widespread and they came up in 1960s in contrast to 'disengagement' (Walker, 2002). The concept of successful aging came out of the activity perspective and it is defined from different viewpoints. It is a multidimensional concept (Annele et al., 2019), and from clinical perspective lays emphasis on physical and mental functioning (Strandberg, 2019; Ross & Havens, 1991; Fries, 1990) as well as a psychosocial perspective that lay emphasis on social functioning, life satisfaction and psychological resources (Baltes & Baltes, 1990). There are some approaches that combine both clinical and psychosocial definition of successful ageing (Urtamo et al., 2019; Bowling and Dieppe, 2005; Valliant and Mukamal, 2001). Analysis of various studies on successful ageing proposes the need to build a model for the concept that is multidimensional, lays perspective for social significance, uses a continuum and distinguishes between predictor and constituent variables (Urtamo et al., 2019; Bowling, 2007). Broadly successful ageing can be subdivided in two sets i) model that defines successful ageing as the achievement or maintenance of a certain state in final decades of life where success is an outcome ii) model that defines successful ageing in terms of involvement in process that enables individual to adapt to the changing conditions and challenges arising in old age (Villar, 2012).

The concept of successful aging came more than 50 years ago (Pressey and Simcoe 1950; Baker 1958). It was first coined by Butler (1974) and it gained popularity by research work of Rowe and Kahn (1987). They postulated that aging and illness are two different trajectories and the loss and decline in old age were effects of disease and not aging. According to them successful aging is associated with minimal to no physical functioning decline in an individual. This definition was later modified by Schmidt (1994) that allowed or included minimal disruptions in physiological functioning and Baltes and Carstensen (1996) who suggested optimal performance by older persons in their existing physiological condition. Later, Rowe and Kahn (1997) expanded their definition that included (a) low risk of disease and disability (b) high functional level, both physical and cognitive (c) active engagement with life that includes social relationships and productivity. For Rowe and Kahn, people fulfilling these three criteria would constitute the minority that achieves the gold standard of ageing. Their model of aging contributed positively to gerontological research as it shifted focus from the old age-related negative notion to experiences of positive outcomes rather than sufferings and disabilities (Strawbridge et al., 2002) and it stressed focusing on environmental and lifestyle factors that could positively affect wellbeing of older persons. However, the definition of successful aging came with some limitations such as it shifted attention from those “doing poorly to those doing well” (Strawbridge et al., 2002), the privileged minorities who could meet the standards of success and those who fail to meet the standards (Villar, 2012; Angus & Reeve, 2006) and that elderlies’ understanding of successful aging diverges from given theoretical definitions (Teater & Chonody, 2020). Rowe and Kahn overrated disease-free progression in old age while research by Motta, Bennati, Ferlito, Malaguarnera, & Motta (2005) shows that it is unusual to reach old-age without disability or health related issues. Similarly, successful aging is not possible for a large section of elderly population (Wahl, 2020).

Successful aging finds relation to life span theories that look at an individual’s progress (development) from conception to old age and that highlight the series of losses and gains in everyday functioning of the individual (Baltes et al., 2006). s hypothesizes that development occurs across lifespan and in it lifelong adaptive processes are involved. Life span researchers assume that each life stage has its unique agenda and contribution to development and they aim to understand level of individual’s development, enable individuals spend their lifetime successfully and as per own choice, and prevent dysfunctionality and unwanted behavioural outcomes. Development comprises of losses and gains throughout lifespan, and the balance between the two changes with time until it inclines towards loss at a later stage of life (Villar, 2012). Thus, an approach to successful development is to maximize gains, minimize losses and define what constitutes gains and losses (M. M. Baltes & Carstensen, 1996). The selection, optimization and compensation (SOC) model is one of the most important approaches within life span theories (Baltes & Baltes, 1990). It includes three processes with respect to successful aging and posits that successful aging is an attempt to maximize (take complete and effective) benefit of available resources through the three processes: (a) selection means setting and prioritization of goals and developmental courses, (b) optimization of available resources to achieve higher degree of functionality or optimizing developmental potential (maximization of gains) and (c) compensation of losses - thus ensuring maintaining functioning and minimizing losses. Though the three components of SOC model have specific roles but their full impact

can be utilized when they are deployed together in a coordinated manner (Freund & Baltes 1998 and 2002; Jopp & Smith, 2006). While selection of goals and optimizations help an individual to focus on the objectives of seeking gain and growth, compensation emerges from the regulation of loss. The reallocation of resources towards another goal consists of the important objective of maintaining functionality. Thus, in development gain and loss are interdependent.

The three elements of SOC model affect wellbeing (Zajac-Lamparska, 2021) in several ways. Elective and loss-based selection reduces job stress (Baltes & Heydens-Gahir, 2003), stress and memory issues are buffered using SOC (Stephanie et al., 2016) while optimization and compensation are related to well-being indicators (Freund & Baltes, 1998). While these processes serve as development generators throughout one's lifespan, compensation and loss-based generators are particularly significant during the ageing process. An important feature of the SOC model is its role as a 'central executive' (Villar, 2012) responsible for the decision-making and management of resources to attain optimum efficiency of balancing gain and loss. This efficiency is associated with optimal levels of one's well-being and life satisfaction (Chou & Chi, 2002). In the ambit of work, the SOC strategies are found to be related to wellbeing (Carpentieri et al., 2017) and workability (Žmauc et al., 2019). Further, it is found the older workers deploy SOC model in order to sustain workability and age successfully (Karlsen et al., 2022).

The important contribution of lifespan theories is establishing a relation between ageing and development. These theories establish relation of the challenges of ageing with personal development goals and resources available for attainment of these goals. However, these theories do not accommodate specific direction or content of the processes in different domains of functioning (Riediger & Ebner, 2007). The adaptive criteria states that successful ageing should include normative criteria of success which includes the flexibility to include a range of preferences and social settings (Villar, 2012). So, the notion of generativity becomes relevant in this definition of success. The success as a concept focuses on ageing well in terms of low chance of diseases, continuation of physical activities, and active engagement with life, being mentally fit and leading a meaningful life. Successful ageing, thus, also covers minimising probability of disease and high physical cognitive functioning (Rowe & Kahn, 1997). However, it has been criticised for high focus on clinical and mental aspect and least priority to social aspect, thereby, ignoring the impact of social structure of the life of elderly. It also doesn't take into consideration elderly from underprivileged backgrounds with limited prospects (Thoma & Mc Gee, 2019). In contrast, 'Active Ageing' focuses on the role of society on the life of elderly and their health outcome.

Productive ageing is that gerontological concept, largely influenced by Richard Butler (1985), which emphasises on optimistic and positive perspective of ageing (Fernandez-Ballesteros, 2011). The concept of productive ageing argues older adults should contribute to the society (Baker et al., 2005), they should be beneficial to the family, community and the society (Jung et al., 2010) and it can be used in improving employment prospects (Dommaraju, 2019). Reemploying experienced older people in the work participation benefits them not only to stay healthy, active and productive but also to enhance their dignity of merit as they are utilising

their capabilities (Libassi, 1991; Belous, 1990; Jessup & Greenberg, 1989).

Aspirational Dignity

Aspirational dignity can be defined as the quality held by individuals who are living in accordance with their principles. Dignity is the basic right of human beings, is inviolable and about an individual maintaining self-respect and being valued by others. It is a protected right as per international law (Steinmann, 2016). It designates respect and status, and is affiliated to the pivotal principles of equality, participation, autonomy, self-esteem, righteousness and health as identified by WHO. It is a multi-faceted notion that has shared meaning among humanity. As Heggstad et al., (2015) stress that dignity has practical meaning and is of importance to the elderly and those associated with them (Schmidt et al., 2021). Dignity finds a central space in various policies and research pertaining to areas such as end of life care, inhouse care (Šaňáková & Čáp, 2019) and health in general (Winter and Winter, 2018). In contrast to the innate human dignity coming from the Universal Declaration of Human Rights, the three components of aspirational dignity (virtue, rank & position and demeanour) as described by (Schaber, 2012) require efforts on part of humans to achieve it.

This study is informed by the seminal work of Nordenfelt (2003) in his ‘Dignity and Older Europeans Project’. The concept of dignity has been described in various perspectives and the notion propounded by Nordenfelt helps to provide a comprehensive understanding of the concept that can be applied in the aspirational dignity of the older adults across societies and cultures (Ibrahim & Davis, 2013; Uei & Wu, 2010; Dwyer et al., 2009; Gallagher et al., 2008; Franklin et al., 2006). The philosophical background of the concept of dignity can be traced in the works of Aristotle’s ‘Eudemian Ethics’ as a quality or a moral virtue that contributes to a person’s happiness or flourishing. Later in 18th century another philosopher, Kant (1785/2012), has also contributed that dignity is that intrinsic value which is possessed by the rational and autonomous beings and that cannot be traded. The contemporary philosophers like Shotton and Seedhouse (1998), Beyleveld and Brownsword (2001), Jacelon (2004), Sandman (2002) and Rosen (2012) have emphasized that human dignity is contingent upon characteristics such as rationality and autonomy.

In this regard philosopher Martha Nussbaum argues that shaping one’s life as a dignified free being is an integral part of human existing. The absence of capability of doing so ceases the basic feature of being a human being. Nussbaum thus, argues that equal dignity and worth of everyone is essential simply by the virtue of being a human being. All human beings should be entitled to the ability of planning one’s life according to their own evaluation of ends. In this, regard Nussbaum’s view point resembles Rawl’s idea of ‘the citizen as a free and dignified human being’. It also utilises the Amartya Sen’s concept of capability approach as equal dignity may be ensured only if equal capability is guaranteed for everyone. She lists the following elements as expressions of dignity in her noted work ‘Sex and Social Justice’ (p.41-42):

1. Life: It entails living a normal length of human life and not dying prematurely.
2. Bodily health: Good health, adequate nourishment and shelter are its prime aspects.

3. Bodily integrity: It covers - being able to move freely from one place to another, security against abuse and assault.
4. Senses, imagination, thought: It has following aspects - being able to imagine, use senses, to think, cultivated by adequate education, producing expressive works and events of one's own choice, freedom of expression, etc.
5. Emotions: Being able to have love and attachments to things and significant others, being able to grieve at their absence, to experience longing, gratitude, and justified anger; not having one's emotional developing blighted by fear or anxiety - are covered in it.
6. Practical reason: Being able to have critical reflection about planning one's own life.
7. Affiliation: Being able to live for and in relation to others, to engage in social interaction; being empathetic and compassionate, having the capability for both justice and friendship, being able to be treated as a dignified being whose worth is equal to that of others.
8. Other species: Being able to live with concern for and in relation to animals, plants and the world of nature.
9. Play: Being able to laugh, play and enjoy recreational activities.
10. Control over one's environment: a. Political [being able to participate effectively in political choices that govern one's life]; b. Material: [being able to hold property (immovable as well as movable)]; having the right to seek employment on an equal basis with others.

Nordenfelt (2003) pragmatizes dignity by incorporating both the intrinsic and contingent features and applied to the Dignity and Older European Project from where we can draw the aspirational dignity of the older people in their employment post retirement. Based on intrinsic and extrinsic (contingent) features Nordenfelt propagated four distinguished but interrelated notions of dignity. Firstly, *dignity of merit* which is associated with an individual's formal or informal status in society; secondly, *dignity as moral stature* which is related to self-esteem and reliant on the behaviour of the individual; thirdly, *dignity of identity* which is linked to an individual's independence and personality as a social human being and this is dynamic which can be transformed by others or peripheral circumstances; and lastly the *dignity of Menschenwuerde* which is an essential inherent dignity that is bestowed to all humans. Hence, conceptualizing dignity, around the notion of productive ageing (and in particular employment post retirement, where people come together to work), facilitates us to frame a model that can explain the relationships between human attitudes and less tangible matters (including income regeneration, active participation with younger generation, satisfaction, respect in society and subjective wellbeing) as well as social network and participation that endorses overall quality of life.

These four notions of Nordenfelt's dignity have been applied in many empirical researches in last three decades and continued to apply in recent studies like dignity in long-term care of the frail older adults by Kane and de Vries (2017). However, other than these basic concepts, the ageing with aspirational dignity has also adopted other concepts such as meaningful involvement and health and wellbeing.

Meaningful Involvement

Meaningful social engagements in a variety of ways, even though volunteer activities, have been associated with improved self-assessed health and wellbeing and declining depression and mortality (Luo et al., 2020; Dizon et al., 2020; Harris & Thoresen, 2005; Lum & Lightfoot, 2005; Morrow-Howell et al., 2003). The older people find a sense of meaning, purpose and integrity by using and exploring their skills, spending their time and courage to involve in lifelong or recent passions, or sharing their wealth of expertise with others. These involvements also help them to cope with the range of life experiences encountered in aging such as loss of partner, depression and health concerns. The elderly with their personal and professional competencies, knowledge and experience contribute to development of younger generation and in return expect their acceptance, respect and intergenerational solidarity or social cohesion. Being meaningfully involved positively affects their mental, physical and emotional wellbeing which in return has positive outcomes in terms of productivity. The social participation is an imperative and effective factor affecting older persons' welfare, health (Steptoe & Fancourt, 2019; Dare et al., 2018) and their rights (Moradi, Fekrazad, Mousavi, 2013). Physical functioning of an older individual has a strong impact on social engagement. Therefore, physical health is also closely associated and positively contributes toward maintenance of social activities (Everard, 1999). Gardner (2014) also reinforces this view as he emphasizes that older adult's connection with family, friends, and neighbours exhibit a better functioning at an age when health can impair one. Daily living functioning and wellness are positively correlated with social engagement. As Zainab and Naz (2017) highlighted in their study that as the older persons gathered a sense of confidence in themselves, they became optimistic about their futures. This contributed to their active involvement in societal welfare activities as well as in the process of socializations with relatives, neighbours and friends.

Meaningful Work and Workplace

Work is often seen as a means to make money else one would starve. On the contrary how work can form a component of good life is neglected. Veltman (2016) argues about the importance of meaningful work in human lives and relates its vital role in human prospering. Research has shown that workplace affects subjective well-being of the older workforce (Raab, 2020). The power of work exists beyond extrinsic benefits (including pay, retirement benefits, access to health care etc.). The intrinsic feature of work has direct impact on wellbeing or success of a worker as it happens when the work is meaningful for the worker (Oh et al., 2021). A person misses a substantial array of personal, social, economic and moral goods without meaningful work (Veltman 2016, p.17). Meaningful work is important for human flourishing but is not something that state can guarantee to all people. Richards (1995) says that if there is meaning at work, “[only then] will our work become more joyful [and] our organizations will flourish with commitment, passion, imagination, spirit, and soul” (p. 94). Some individuals are so connected to their work identity that for them work is their life. A study on construction workers is captured by Studs Terkel's *Working* (1974) that highlights: “*Right now I can't really describe myself because . . . I'm unemployed. . . . So, you see, I can't say who I am right now . . . I guess a man's something else besides his work, isn't he? But what? I just don't know.*”

Cynthia Miller (2008) in her doctoral work on meaningful work highlighted that as people moved through life, their need to make a contribution or give back to society in some way grew stronger. “*The real meaningful work, you feel good about, is making a difference, helping people, bringing value to them, supporting them, giving good service, giving more than you’re asked for*” (p.66). They wanted to be able to use the skills, strengths, and talents they had developed to serve others and make a difference in the world. They also spoke about mutual benefit: by helping others they were helping themselves; they “experienced self-fulfilment by fulfilling the needs of others” (p. 94). A by-product of this phenomenon of mutual benefit is the number of personal relationships that were added or enhanced through helping others.

Meaningful workplace plays a major role in realising the potential of its workers. According to Levering (2000): “A great workplace is one in which you trust the people you work for, have pride in what you do, and enjoy the people you are working with” (p. 26). He labelled the elements of a great workplace culture as *credibility, respect, fairness, pride, and camaraderie*. The quality of great workplaces is measured by quality of interconnected relationships between (i) employee & management (ii) employees and their job & company and (iii) employees and & other employees. There is a significant relation between meaningful work and workplace as Pfeffer (1998) argues that, “Companies that treat people right get enormous dividends: high rates of productivity, low rates of turnover. Companies that treat people poorly experience the opposite—and end up complaining about the death of loyalty and the dearth of talent”. Person-Job fit happens if employees’s skills match the specific job requirements and relevant job opportunities that are available. It is related to positive attitudes, job-performance and personal well-being (Afsar et al., 2015; Park et al., 2011).

Health and Wellbeing

Ageing with aspirational dignity and individuality has substantial effect on personal, social and mental health of the older people. Views about aging are found to have positive effect on health and wellbeing of older persons (Moieni et al., 2021) and mental/psychological health issues are identified as another affront to one’s dignity. In fact, health and well-being are fundamental to living a quality life in old age. There are two major different components in health-related quality of life as applied to individuals (Morreim, 1992). The first follows on from the subjective well-being and life satisfaction approach towards quality of life. This is also known as personal or experiential approach towards wellbeing. The second is much more impersonal and objective in nature. With this wellbeing is measured with some life conditions experienced by an individual. These include physical health, genetics, personal circumstances (wealth, living conditions, etc.), social relationships, culture, functional activities and pursuits, and wider societal and economic influences (Fingerman & Trevino, 2020). Thus, aging is diverse and contextual (Wahl & Gerstorf, 2018). Studies of older people showed that assessments of wellbeing are affected by the person’s state of health (Sprangers et al., 2000) but the self-reported life evaluation of the older adults revealed that subjective wellbeing is affected by factors other than health such as specific social and behavioral factors (Banerjee and Baker, 2020). Several scholars have argued that wellbeing is a protective factor for health, reducing the risk of chronic physical illness and promoting longevity. As per PERMA model (Seligman,

2011), healthy relationships are the most important factor affecting happiness and happiness is dependent on economic variables like employment and income, and demographic variables like health, age, gender and family circumstances (Frey, Bruno, Stutzer, Alois, 2000). Health is the most important determinant of happiness among the over-55s (Allen et al., 2017). While unemployment reduces happiness, it sets in stereotypes and barriers (Thomassen et al., 2020) and low morale which could affect health and wellbeing. It, on the other hand opens the opportunity to assess one's capabilities and identify new opportunities to get engaged professionally in the form of second inning (Thomassen et al., 2020) or get socially involved.

The continued progression in gerontological research, the coming of concepts of active and successful ageing have redefined notion of ageing from increased vulnerability, and decreased physical and cognitive abilities to continued maintenance of activities, health and overall wellbeing (physical, mental and emotional) of the elderly.

Respect and Social Inclusion

Aspirational dignity has two implied elements of respect and autonomy. Both have been affianced with the field of re-employment and management of the inherent resources of the elderly and described in ways that benefit the older adults by their inclusion at entrepreneurships (Cleveland et al., 2015; Van der Doef and Maes, 1999). Studies have also shown how respect and social inclusion are proportionately related to physical and social milieus, including those at work and policy levels (Ronzi et al., 2020). The aspirational dignity of the older people is enhanced by respectful behaviour from the younger generation and social inclusion across communities. Social inclusion at workplace is essential for the wellbeing and work output (Jansen, 2015). Positive social interactions of the elderly in society in general and in workplace in particular have affirmative effect on the health and wellbeing of the older adults (Sen, 1999). These positive interactions support the elderly to make new social networks as well as give a sense of honour that they aspire in all walks of daily life including decision-making (Shaw, Dorling, & Smith, 1999, p.223). On the other hand, the stigmatization and marginalization, including ageism contribute to the social exclusion of older people (Ronzi et al., 2020; Angus & Reeve, 2006, p.139). Several gerontologists have argued that negative ageist attitudes towards older people have been inevitable part of some of the worst problems that can affect older people (Angus & Reeve, 2006) including elder abuse (Quinn & Zielke, 2005; Quinn & Tomita, 1986). Thus, there is a need of identifying the challenges faced by elderly at work place to ensure respect and promote their social inclusion.

Cultural Values and Attitudes

Cultural beliefs and values shape the social norms and people's experiences of ageing. Development in late adulthood can be connected to cultural values and attitudes (Kitayama et al., 2020). Some studies on personal and cultural views of ageing have been investigated through the attitudes towards older people (Lasher & Faulkender, 1993; Fraboni et al., 1990) and older workers (Mikael et al., 2020). The cultural and personal stereotypical attitudes have inevitable effect on the physical, cognitive and socio-emotional characteristics of the older people (Butler, 1995). Stereotypical attitude, which is also called as ageism, stimulates

interactions with older people, age denial, age humour and holding negative attitudes among the communities which are integrally linked with cultural values. Ageism is a form of discrimination, is visible through cultural values and social beliefs, and is connected to discriminatory attitudes, including those based on race or culture (Bergeron & Lagace, 2021). These cultural values and attitudes towards older people can be explained by Nordenfelt's dignity of moral stature and identity. Lennart Nordenfelt's (2004) theory on health sheds light on an important perspective of health. He defines health in terms of one's ability to realize his or her "vital goals." His identification of the four types of dignity – dignity of merit, dignity of moral stature, dignity of identity and dignity of Menschenwurde, illustrates the probabilities and challenges of the role exit in retirement. Dignity of merit, in the formal sense, refers to the person's position in a specific context. This form of dignity is dependent upon a particular system including retirement or role exit. In the informal use, dignity of merit is applicable to those earned through one's deeds or achievement. Dignity of moral stature is defined in terms of respect and is "dependent upon the thoughts and deeds of the subject." The third type of dignity, of identity, involves the integrity of the body, mind and self-image, and is also influenced by external factors. Nordenfelt associates this type of identity to the experiences of the elderly such as illnesses and other ailments of old age that gradually lead to social exclusion of a person. This form of dignity refers to a person's self-respect and is also influenced by the behaviors of others because it "can be taken from us by external events, by the acts of other people as well as by injury, illness and old age."

Ageism and Stereotype

Ageism is the stereotyping, prejudice, and discrimination against people on the basis of their age (World Health Organization, 2002), it is revealed through thoughts, feelings and acts (Ayalon & Tesch- Römer, 2018) and it can be conscious or non-conscious (Gordon, 2020). Ageism is an inevitable process just like race and sex where there is no option of choice available, rather one has to adapt and learn to live with it. Ageism negatively affects health and emotional response to stress (Bellintier & Neupert, 2018) both at personal and societal levels and can have wider economic implications (Levy et al., 2020). Butler defines the negative attitude towards older people as a form of bigotry and termed it Ageism (Butler 1969). Butler (1969) identifies three aspects of Ageism:

- i) Prejudicial attitudes toward the aged, toward old age, and toward ageing process, including attitude held by elderly themselves.
- ii) Discriminatory practices against the elderly, particularly in employment, but in other social roles as well.
- iii) Institutional practices and policies which often without malice, perpetuate stereotypic beliefs about the elderly, reduce their opportunities for a satisfactory life and undermine their personal dignity.

Furthermore, two negative forms of ageism have been identified in the literature as benign ageism implying discomfort, anxiety or fear of ageing and malignant ageism as a more damaging form of stereotyping in which older people are considered as being worthless.

A research study on Ageism in workplace (Hiscox, 2019) finds age-discrimination is prevalent at workplace and there are certain myths and stereotypes that younger co-workers have regarding older employees that includes i) set in their own ways, difficult to manage ii) resistance to change iii) not tech savvy and unwilling to learn technology iv) complacent and unmotivated and v) too highly compensated to retain. Ironically many employees who faced age discrimination in workplace did not file complaints for the reasons i) fear of creating hostile environment ii) lack of proper knowledge how to file a complaint on age discrimination and iii) fear of retaliation from their employers.

India does not have any age discrimination law. As a result, there is no especially designed statutory body for the same that deals in matter of age discrimination. There are no local or local specific laws in India that directly deal with age discrimination. The main law in India that provides for retirement/superannuation is the Industrial Employment (Standing Orders) Act and Rules thereunder, as amended by State law.

The stereotype towards understanding ageism may be discussed from two main approaches - stereotype threat and self-stereotype. Stereotype threat, as argued by Steele and Aronson (1995), ensues when someone faces challenges by adverse, self-relevant stereotype in a performance situation, the fear of confirming negative stereotype about the intellectual abilities of a group results in underperformance (Bertrams et al., 2022). Levy (1996, 2003) based on experimental studies revealed a negative association between negative age stereotype and performance in memory, handwriting and walking speed. In each case, threat leads to underperformance on the cognitive task, but only in those who are members of the stereotyped group.

A basic premise of stereotype threat is that stereotypes are not internalised (Steele & Aronson, 1995). In contrast, proponents of self-stereotype suggest that stereotypes are internalised which adversely affect the performance of elder (Cheng, 2020). The contribution of studies on self-stereotype is in explaining the physical and cognitive decline in old age in terms of social psychological construct (Levy, 2003). The mechanism of self-stereotype has been explained in terms of self-regulation process which results in depleting cognitive resource for other task (Bertrams et al., 2022; Schmader, Johns, & Forbes, 2008; Schmader & Johns, 2003).

Allport (1954) viewed that internalisation of stereotype begins in childhood. Similar example of internalisation of stereotype has been suggested in literature in regular interaction of younger and older workers leading to the inaccurate stereotype about the productivity of old workers (Finkelstein, Burke, & Raju, 1995). Similarly, research has shown that creation of knowledge on aging process helps diminish stereotypes and anxiety among the young generation (Donizzetti, 2019). Spiro (2008) in his work highlights how old physicians in hospital are considered less efficient by younger generation.

It has been suggested in literature that internationalization of stereotype takes place below the awareness. Experimental study by Perdue & Gurtman (1990) also shows unconscious cognitive component in associating negative traits with old age. Another important observation from studies has been independence of implicit belief and explicit belief. Devine (1989) finds that

positive attitude in self-report measure may coexist side by side with negative on an implicit measure. Becca Levy's stereotype embodiment theory (SET) highlights how age stereotype affects the health of older adults. The SET theory consists of four components (a) become internalized across the life span, (b) can operate unconsciously, (c) gain salience from self-relevance, and (d) utilize multiple pathways. Its process occurs in two directions i) top-down (from society to the individual) ii) over time (from childhood to old age)(Levy, 2009). A study based on stereotype embodiment theory (SET) demonstrates a process from ageism to frailty, and establishes possible threat of negative age stereotype on health. (Ye, Gao, Fu, Chen, Dong and Gu, 2020).

The stereotypes are not only limited at the community level, but also extend at the institutional level. For instance, denied employment after certain age, considered useless, less efficient, lack technical know-how etc. Stereotypic behaviour at work place is one of the manifestations of ageism and it may assume the form of unfavourable work environment for the elderly, thereby denying equal rights and commitments (Iparraguirre, 2020). Age stereotype influence the individual in three areas-psychological, behavioural, and physiological. The exposure to positive age stereotype helps the individual to perform and live better in both cognitive and physical tasks than the negative age stereotype (Levy & Leifheit-Limson, 2009). Older individuals with positive self-perception engaged in healthy practices are unlike negative age stereotypes with aggravated health issues.

General stereotype is that older workers are less efficient and motivated. As people age their intrinsic motives increase while extrinsic motives weaken (Kooij et al., 2011). It is the intrinsic work motives that satisfy individuals' psychological needs. For older worker intrinsic work includes autonomy, accomplishment and relations with others. While extrinsic work motives are the outcome of the work such as compensation, social recognition and benefits which decrease with age (Kanfer & Ackerman, 2004). The older workers realise that they have limited time in hand so their focus lies on specific outcomes that bring satisfaction such as accomplishment from achieving a challenging job task. They understand their strengths and professional identities (Helson et al., 1995). Older workers with age become confident and emotionally stable in life span and are no longer looking for recognition or praise of others (Roberts et al., 2006). Post retirement when there is almost no possibility of getting a promotion then individuals try and increase the horizon by broadening work related roles and responsibilities and taking approaches that make their work more interesting, attractive and enjoyable (Tetrick, 2017, p.4). Older workers are more concerned about passing on knowledge to younger colleagues than advancing in their career as they feel it's their responsibility and way of giving back to society (Mor Barak, 1995; Kooij and Van De Voorde, 2011).

Intergenerational Conflict

It is for the first time that four generations represent the workforce at the same time. They include the traditionalist, baby boomers, generation X and generation Y. On one hand the aging workers are highly experienced, work-oriented, skilled and stable in employment. While on the other hand the younger generation are better educated (Hussar & Bailey, 2013), increasingly mobile, exhibit less organizational commitment, are entrepreneurial and technologically

advanced and much more interested in work-life balance than their parents and grandparents (McGuire, By, and Hutchings, 2007; Chalofsky, 2010, p.62). The coming together of different generations with varying values, expectations, styles and drivers of engagement in workplace lead to misunderstanding (Taylor, 2020; Urick et al., 2017). The increased exchanges between generations create ground for varying intergenerational insights and resulting conflicts (Rudolf & Zacher, 2015). However, many older people continue to work later in life to support themselves and to sustain retirement systems (Toosi et al., 2012) and because of financial needs. There are various myths and stereotypes that younger employees might have for older employees, such being less adaptable, lower learning ability and difficult to train (Ng and Feldman, 2008; Posthuma and Campion, 2009) and are cranky, mean, socially isolated, and unhealthy (Kuptez, 1994). In a developing country like India, the disparity in educational attainment between generations contributes further to a loss of status by older people. This is validated through the research work of Cheng, Chan and Chan (2008) who note that older people with lower levels of education were even brushed aside by younger generations and even criticized by their own children on account of differences in attitudes, values, life-styles. There was no scope of passing on their knowledge to younger generations as they faced lack of respect and appreciation for their work.

The intergenerational conflicts affect the workplace leading to issues of tension, distrust, lower employee retentions, poor work ethics, unprofessional verbal confrontation, misunderstanding, affects productivity etc. (Morrell, 2011). More, Minkler and Cole (1999) highlight that there is subtle but lingering institutionalised ageism deeply embedded in many organisations that severely affect generativity and desire to pay back to society among the elderly. This implies that although generativity is intrinsically motivating, its pursuit in an unwelcoming environment with lack of acceptance from the young generation will wear out elderly's motivation and lead to generative goal not be realized (Cheng, 2009). As Erikson observes that "the pace of technological change and the growth of human knowledge are now climbing so sharp an incline almost everywhere in the world that the skills and outlooks of the present generation may be of limited value for the worlds their children will soon occupy" (Erikson, 2004, p. 53). Lack of technological parity can cause intergenerational conflict as well. As technology is a part of work today, it creates barriers between the old and young generations. Though older workers are eager to enhance their technical skills but for the non-user friendly technology and its rapid advancement the elderly find it difficult to handle (Fezzani et al., 2010). As there is disparity between technological growth and pace of older people's knowledge and learning, it leads to differences in attitudes which have been termed as *generativity mismatch*. In such circumstances the older people may be seen as having little to offer to the problems and issues faced by younger people, and their roles as keepers of traditional wisdom are diminished. These issues in turn stress the older workers, hamper their confidence and motivation, thereby eventually acting as a barrier to them utilizing their full potential, hinder their work performance and affect generativity and wellbeing.

Intergenerational conflicts and generativity mismatch can have an outcome in form of adaptive preference. According to the Life Span Theory Control, individuals throughout their lives are trying to maintain functional equilibrium between their primary control (comprises actions

directed at changing the environment to fit individuals wants and needs) and secondary control (aims at changing the individual self to be congruent with the environment) (Heckhausen and Schulz, 1995). Since the older workers have a longer tenure in the workplace so they try not only contribute in everyday development but also the focus on organization's growth over the years. According to the socioemotional selective theory (SST; Carstensen, 1995; Carstensen et al., 1999) introduced the future time perspective (FTP) that means when individuals realize that time is valuable and a more limited resource, they get inclined to concentrate more on the positive aspects rather than the negative ones and prioritize their goals at optimizing the future. So, the older workers focus on positive sides and take ageing as a symbol of honour and embody their experience and wisdom.

Work-Life Balance and Adaptive Preference:

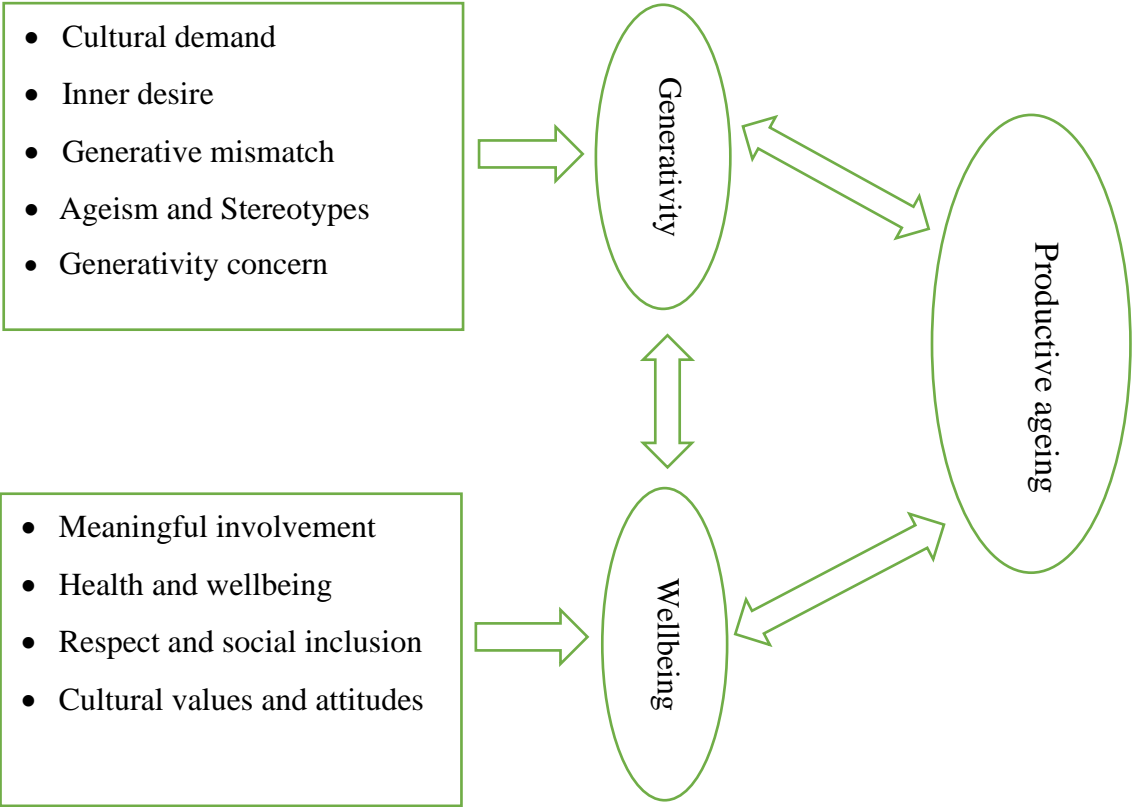
An individual plays various role in their life time like of a father, son, husband, worker, employee manager etc. Each role demands certain set of actions and at times these multiple role-plays lead to conflict. In case of working individuals there is generally a conflict between work and family-life and for peaceful existence one needs to maintain a healthy work-life balance. The sense of balance has to be maintained between time spent at paid work and unpaid work (work at home, with family, as volunteer etc.) and pleasurable time (Chalofsky 2010, p 22). Healthy worklife balance has shown direct relation to job satisfaction (Gragano et al., 2020). Workers with interferences in work-life are more likely to be less productive (Angrisani et al., 2020). Flexible work policies and programmes are important for workers' satisfaction (Sangarandeniya et al., 2020; Clutterbuck, 2009) and they are willing to sacrifice career to organizational advancements for more flexible work schedule as stated by 78 percent employees based on Catalyst's 2001 study. Given uncertainty both in the workplace and in the world, many millennials place friends, family, and the community ahead of work. Similarly, retired people actively seek a balance between work and other aspects of their lives including family, care, voluntary work and educational pursuits (Mellor et al., 2002).

Greenhaus, Collins, and Shaw (2003) suggest that balance should be considered from three perspectives: (i) *time balance*- time is divided between the roles we play at work, at home, with family and friends, in the community, in our religious or spiritual affiliations, etc. (ii) *involvement balance* - how our psychological involvement is invested in these roles and (iii) *satisfaction balance* - how much satisfaction we gain from the roles.

Maintaining work life balance is importance for living a fulfilling life and balance does not mean work opposed to rest of one's life. Meaningful work requires the interplay of all of these elements, and they all come together in the term '*integrated wholeness*' (Maslow, 1943). The preference for some state of affairs within a limited set of options formed under unjust conditions is called an adaptive preference. The material and ethical needs compel individuals to submit under unjust labour conditions to which individuals are compelled to submit in order to meet material and ethical needs (Cholbi, 2018). According to the Capability Approach people might adapt to unfavourable circumstances and self-evaluation in terms of satisfaction or happiness at that point will necessarily be distorted (Sen and Nussbaum, 2001).

After a change in life circumstances, people tend to adapt quickly to adjust their reported utility accordingly (Kahneman, 2000). Adaptation is common but not universal. People’s internal standards, values and conception of well-being change decides the adaptation with the changing circumstances. The conceptual framework of the proposed study is shown the following flow diagram.

Fig 1.2: Conceptual Framework to understand the relationships between generativity and wellbeing at workplace.



Source: The author

Table 1.1 Operationalization of Concepts

Sl. No	Concept	Definition	Operationalization in the study
1.	Elderly	Ageing is a natural biological process which is inevitable in nature. Just like race and sex, ageism is not a matter of choice. Globally 60-65 years is the retirement age and is said to be the beginning of old age. They are even referred to as baby boomers. Elderly or Older adults have been categorized into three groups of young old (those who are in between 60 to 69 years of age), older old (between 70 to 79 years) and oldest old (above 80 years). (WHO, 2012). Old age in many developing countries is seen to begin at the point when active contribution is no longer possible." (Gorman, 2000).	The study mainly concerned about the elderly who have retired and are have joined their second job (second inning) post retirement. It includes re-employed elderly within the age group of 55+ years with minimum post graduate level of education.
2.	Re-employment of elderly	Re-employment is basically the act of getting employed once again. Retirement at certain customary age and again join the workforce for a stipulated period of time by elderly or older people.	The re-employment of elderly in the private and public sector is taken into consideration. The study seeks to understand the occupational and personal potential of older people who chose to work after retirement and their intergenerational relationships at work.
3.	Generativity	Generativity is motivated by a sense of intergenerational solidarity- by the desire to maintain and strengthen intergenerational ties. It is conscious concern <i>in establishing and guiding the next generation</i> " and includes productivity and creativity (Erikson 1950, p 267). The elderly have the inner desire to leave a legacy behind and in the later stages of life have the innate tendency to engage in altruistic activities in order to improve the society for the upcoming generations.	The elderly have desire to contribute to the society as consists of accumulated skills; knowledge, wisdom and work experience and wish to pass it on to the younger generation. This transfer of experienced knowledge from older to younger employees will not only be beneficial for the organization but also help in smoothly passing on the baton to the next generations.

4.	Intergenerational conflict	<p>Intergenerational conflict refers to conflict between two generations (old & young) as they compete for resources and job. It often leads to prejudice and stereotype towards another generation. Intergenerational conflict refers to the collective tension, strain, and antagonism between older and younger generations over what constitutes the fair distribution of public resources across age groups (<i>The Blackwell Encyclopedia of Sociology, 2007</i>).</p> <p>The intergenerational conflicts affect the workplace leading to issues of tension, distrust, lower employee retentions, poor work ethics, unprofessional verbal confrontation, misunderstanding, affects productivity etc. (Morrell, 2011).</p>	<p>It is for the first time that three generations represent the workforce at the same time include the baby boomers, generation X and generation Y/Millennial. The workforce is quite diverse so are their aspirations and needs. The study focuses on understanding the reemployment of elderly and their relation with the younger generations. Intergenerational conflict is bound to happen with already limited job opportunities for the youth and now the reemployment of the elderly, to the extent that some might even be getting government pension benefits.</p>
5.	Age-discrimination	<p>Age discrimination or ageism is the stereotyping, prejudice, and discrimination against people on the basis of their age (WHO). The negative attitude towards older people is considered as a form of bigotry, and is termed as Ageism (Butler, 1969). There are various misconceptions and negativities attached. with aging that includes that older people are set in their own ways, unable to change, are cranky and mean, overtime become socially isolated and lonely (Kuptez, 1994).</p>	<p>Older people are discriminated and subjected to stereotypes and prejudices due to their age. They are seen more as a burden and spent force of the society and who need assistance in their activities of daily living. The study will explore how the elderly who are re-employed face ageism in workplace and the ways the negate it.</p> <p>Discrimination at workplace is an outcome of Stereotype. It leads to unequal treatment. Though the elderly are more experienced, knowledgeable and meritorious, they are not invited for key meetings and decision makings.</p>

6.	Stereotype	Stereotypes are embodied when their assimilation from the surrounding culture leads to self-definitions that, in turn, influence functioning and health. There are both positive and negative stereotypes and has a direct effect on the functioning of the individual. Negative stereotype leads to discomfort, anxiety or fear of ageing and feeling of worthlessness. Stereotype-threat refers to the risk of confirming negative stereotype due to individual's race, sex, age etc. leading to underperformance (Steele & Aronson, 1995). Further the internalization of these stereotypes leads to self-stereotype further hindering the performance of elderly and explains the physical and cognitive decline in old age in terms of social psychological construct (Levy, 2003).	General stereotype is that older workers are less efficient and motivated, less adaptable, having lower ability to learn and being more difficult to train (Ng and Feldman, 2008; Posthuma and Campion, 2009). Reemployed elderly interact on daily basis with younger generations so try and examine the various stereotypes they face and how it affects their functioning. The strategies they adopt to negate these stereotypes and the adverse effect it has on their mental and physical health.
7.	Work-life balance	It refers to maintaining a healthy balance between time spend at paid work and unpaid work (work at home, with family, as volunteer etc.) and pleasurable time (Chalofsky 2010, p 22). Working individuals are always under stress and in conflict between their work life and family life. A healthy balance between the two is very necessary for effective functioning and peaceful existence of an individual.	The elderly have to perform many roles of parents, grandparents, in-laws etc. Many grandparents are even the primary care givers to their grandchildren and provide support to working parents. In our study the old people are re-employed so nit only they have parental responsibilities, workload but also their deteriorating heath affecting their functioning capacity and mobility issue as well. Gender aspect is very important as elderly women have added responsibilities and also managing work-life balance is a major challenge for working mothers.
8.	Meaningful work	Meaningful works plays a central role in human flourishing and 'without meaningful work, it is unlikely that a person will thrive,	Meaningful work is very important to lead a satisfying life. The focus will be to examine how

		for without meaningful work a person misses a substantial array of personal, social, economic and moral goods' (Veltman, 2016 p.17).	much satisfied the elderly were in their previous job and the current job. If they continued in the same sector job and was there a shift from government to private or semi-private sector and the rationale behind the same.
9.	Meaningful workplace	<p>A great workplace is one in which you trust the people you work for, have pride in what you do, and enjoy the people you are working with (Levering, 2000).</p> <p>Age-friendly environments including designing the physical space, accessible transport as well as equipping residential areas with sufficient number of services and social centres which can be used by members of all generations.</p> <p>Age-friendly culture respects individual's uniqueness, expresses respect for his or her dignity, avoids trying to determine externally the quality of life and seek to preserve the fundamental right of participation (Kruse, 2016).</p>	It plays a play a major role realizing the potential of its workers. Meaningful workplace for the elderly employee would be free from prejudices and stereotypes and give them enough space to flourish and pass on their experienced knowledge to younger generations. There should be existence of age friendly culture and environment along with techno friendly atmosphere for the elderly.
10.	Generativity mismatch	The generative mismatch occurs when the experience and abilities of older generations are limited and fail to offer new knowledge to younger generation. According to Erikson (2004) "the pace of technological change and the growth of human knowledge are now climbing so sharp an incline almost everywhere in the world that the skills and outlooks of the present generation may be of limited value for the worlds their children will soon occupy" (p. 53)	The intergenerational conflict between old and younger generation leads to generativity mismatch especially in term of technology and ICT. The young are more tech savvy while elderly are considered to be set in their own ways and unwilling to learns technology and resist to change. In contemporary times technology is integral part of work and with such barriers the older workers feel stressed and consider it to be hampering their confidence and motivation to fully utilize their potential.

11.	Blended work	It is the combination of on-site and off-site working, enabling the utilization of ICTs that provide the workers with almost constant access to job relevant information and co-workers (De Jonge et al., 2014). It refers to smooth and seamless time independent working and location-independent working, and are flexible in when and how long they work (O'Neill, Hambley, Greidanus, MacDonnell, & Kline, 2009; Wheatley, 2017). It is very effective for care givers - like working mothers, single parent and parents with dependent children, elderly workers.	It is very effective for elderly workers who are re-employed or join second inning as post retirement with deteriorating health and mobility issues blended work is an alternate model of work with combination of on-site and off-site working. It allows them to (re)design their jobs in their jobs in a way that best suits their needs, including the need to avoid age-related stressors such as long commuting times, noise, and an overcrowded environment. It gives them space to work full or part time along with pursuing their dream and continue working irrespective of ill health and mobility issue.
12.	Aspirational Dignity	Aspirational dignity is the quality held by individuals who are living in accordance with their principles. It is a quality or moral value that contributes to person's happiness and the belief that all human beings are of equal worth and dignity and command equal respect in society. It is a power of moral choice within them, a power that consists in the ability to plan a life in accordance with one's own evaluation of ends" (Nussbaum, 1999: 57).	Intend to look at the aspirational dignity of the elderly employees in terms of their status in society and workplace, autonomy and independence they enjoy, self-esteem and overall productivity and the way see their journey through out.
13.	Adaptive Preference	It is a preference for some state of affairs within a limited set of options formed under unjust conditions. After a change in life circumstances, people tend to adapt fairly quickly to the state they are in, good or bad, and adjust their reported utility accordingly (Kahneman, 2000). It is an informed choice and people adjust and favour those outcomes which ought not to be preferred (Nussbaum, 2001, p 149). Typically, such	Many elderly in order to meet their financial needs with rising healthcare facilities in later ages of life adapt to new workplace and environment however troubling it may be. Some may have issues with the functioning of the current organization they are working with but adjust as they have no power in decision making, temporary employees

		adaptation occurs in response to conditions of extreme deprivation or oppression.	etc. Based on their needs continue working which is adaptive preference, till they find some new job which would be limited post-retirement. The study will see how elderly have adapted in new workspace and the issues they face.
14.	Health & Wellbeing	Health and well-being are fundamental to living a quality life in old age. Wellbeing is measure in terms of life conditions include physical health, personal circumstances (wealth, living conditions, etc.), social relationships, functional activities and pursuits, and wider societal and economic influences. Health is based on low risk of disease, high physical and mental functioning levels and active engagement in life. The presence of disease greatly affects the quality of life of the elderly. Therefore, health and wellbeing are interrelated as the assessments of wellbeing are affected by the person's state of health (Sprangers et al., 2000).	Active or successful ageing are those people who are both mentally and physically health along with good social and personal relations ensuring a good quality life. Further health and well-being are fundamental to living a quality life in old age.
15.	Meaningful involvement	The older people found a sense of meaning, purpose and integrity by using and exploring their skills, spending their time and courage to involve in lifelong or recent passions, or sharing their wealth of expertise with others. This meaningful involvement with others helps them forget about their ages and their losses they have suffered in life.	The meaningful enrolment with younger generations is a way of contributing to society in terms of their time and rich experiences.
16.	Inner Desire	It refers to two basic human needs (i) need to be needed and have meaningful relations with others (ii) need for symbolic immortality i.e. to invest resources and potential into things that outlives the self (Schmitt et al., 2010)	Elderly have a desire to contribute to the society and make it a better place by passing on their skills and experience knowledge to younger generations. They want to do something that can outlive them

			and as result will be remembered by others even when they die.
17.	Productive Aging	It emphasizes on optimistic and positive perspective of ageing. It states that older adults are productive and make valuable contributions to society (Baker et al., 2005) and that family, community, and society all benefit from the contributions of older adults (Jung et al., 2010).	Elderly through productive ageing make substantial contribution in the social and economic aspect of society. The elderly not only help in care-giving facilities to grandchildren, add knowledge base to younger generation based on their past experiences and life journey, in workplace act as mentors, guide and managers in the organization. The study intends to study productive ageing and the reemployment of the elderly post retirement. It is an important aspect to measure the same and analyze the methods and techniques they adopt to make their significant contribution in society.
18.	Self-actualization	Individuals have the potential to reach self-actualization, which is the process of developing one's potential, of expressing oneself to the fullest possible extent in a manner that is personally fulfilling. It is not an end state but an ongoing process of becoming (Maslow, 1971). It is only through helping others that people can attain self-actualization (Turner, 2005).	Elderly do engage in self-actualization process as they want to contribute to the society in their own ways. They have shifted the focus from self to the concern for society in order to achieve the highest level of human nature.
19.	Work Identity	Work identity refers to how people perceive and define themselves at work (Wrzesniewski and Dutton, 2001). Some individuals are so connected to their work identity that for them work is their life. The disassociation from work leads to alienation which Wilensky (1960) defined as disassociation of self from work and loss of capacity to express oneself in work.	The purpose would be to see how the reemployed elderly are attached with their work identity and is it passion for their profession or meeting their financial needs that drives them.

Chapter 2

Research Design, Sample and Method

2.1. Summary

The research design chosen for the study is “descriptive” as it involves quantitative data and qualitative data. The composites of independent variables in the form of scales are used to learn Generativity using Loyola Generativity Scale (LGS) and Well-being using Ryff’s Scale. In-depth interviews are conducted to understand respondents’ and employers’ perspectives and views.

The study is based on the responses of 83 retired professionals who took up second inning and 14 select employers. The respondents were selected based on identified criteria and the supposition that they possess the required knowledge and experience and they will be able to provide information that is both detailed (depth) and generalizable (breadth) on motives for engagement in job post retirement. Also, who would make first cautious statements about possible influences of individual personality characteristics on this engagement. The samples were selected from Services, Public and Industry sectors including startups from different zones in India. The sample was also designed keeping in mind socio-demographic factors (extrinsic factors) and to represent the industrial, service and the public sectors.

The Purposive sampling method is deployed to help reach the target group faster and as the sampling for proportionality was not our main concern. The interviews were conducted in person or on phone. The data is collected from the field and the analysis is based on the field data.

The quantitative data relates to the study of Generativity and Well-Being of the sampling units, both individually and on an average basis. Data is analysed from the responses of the Ryff’s Scale and The Loyola Generativity Scale. The overall score from the Ryff’s Scale is a measure of Well Being and that from The Loyola Generativity Scale is a measure of Generativity. In order to create composite index scores different questions are added together and the scores compared across respondents in order to assess their overall performance. The scores can be interpreted as High Scores and Low Scores.

The qualitative data is collected through in-depth interviews, which were conducted to explore respondents’ perspective and views vis a vis the research questions. The questions revolved on the themes of Generativity and wellbeing. The participants were observed during the interview and field notes taken.

The findings from the interviews helped group the respondents into five ideal typical groups. The groups were created based on internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (sociodemographic factors). In addition to this, the personality traits that constitute the Five Factors Model (FFM) and the Honesty-Humility Spectrum from the HEXACO Personality Inventory were considered doing the analysis.

2.2. Background

This study seeks to study the occupational and personal potential of older people who chose to work after retirement. The employers were interviewed to understand their perspective and to provide information on possible support of the elderly in new workplace and some information about the assessment of this support by the employers. This chapter deals with the subject research design, data, methodology and sampling.

2.3. Research Design

The research design chosen for the study is “descriptive” because it involves quantitative data, triangulated with qualitative data. Mainly the composites of independent variables in the form of scales will be used to learn Generativity using Loyola Generativity Scale (LGS) and Well-being (Ryff’s scale) about the aspirational dignity as a criterion variable. Also, our research objectives fit well into the scope of the Loyola Generativity Scale and the Ryff’s scale.

In-depth interviews will be conducted to explore respondents’ perspective and views vis a vis the research questions. And selective employers to be interviewed to understand their perspective and to provide information on possible support of the elderly in new workplace and some information about the assessment of this support by the employers.

The **Ryff’s Well-Being Scale** is a Psychological Wellbeing (PWB) Scale that measures six aspects of wellbeing and happiness. The response categories are classified into Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life and Self-Acceptance. Each category contains seven items or statements. Ryff’s scale is a 42-item scale in which there are 20 negatively phrased statements. Respondents rate how strongly they *agree* or *disagree* with 42 statements using a 6-point scale (1 = strongly disagree; 6 = strongly agree). The scale includes questions related to autonomy, environmental mastery, personal growth, relations with others, purpose of life and self-acceptance.

For each category, a high score indicates that the respondent has a mastery of that area in his or her life. Conversely, a low score shows that the respondent struggles to feel comfortable with that particular concept.

Under Autonomy, high scorer may be regarded as self-determining and independent; able to resist social pressures to think and act in certain ways; regulates behavior from within; evaluates self by personal standards. However, low scorer: is concerned about the expectations and evaluations of others; relies on judgments of others to make important decisions; conforms to social pressures to think and act in certain ways.

Environmental Mastery: It is assumed that high scorer has a sense of mastery and competence in managing the environment; controls complex array of external activities; makes effective use of surrounding opportunities; able to choose or create contexts suitable to personal needs and values. However low score has difficulty managing everyday affairs; feels unable to change or improve surrounding context; is unaware of surrounding opportunities; lacks sense of control over external world.

Personal Growth: It is to be noted that high scorer includes those who have a feeling of continued development; sees self as growing and expanding; is open to new experiences; has sense of realizing his or her potential; sees improvement in self and behavior over time; is changing in ways that reflect more self-knowledge and effectiveness. However, low scorers have mostly reported to have a sense of personal stagnation; lacks sense of improvement or expansion over time; feels bored and uninterested with life; feels unable to develop new attitudes or behaviors.

Positive Relations: The questions covered in this aspect will indicate that high scorer has warm, satisfying, trusting relationships with others; is concerned about the welfare of others; capable of strong empathy, affection, and intimacy; understands give and take of human relationships. However, low scorer: has few close, trusting relationships with others; finds it difficult to be warm, open, and concerned about others; is isolated and frustrated in interpersonal relationships; not willing to make compromises to sustain important ties with others.

Purpose in Life: a high score indicates the person has goals in life and a sense of directedness; feels there is meaning to present and past life; holds beliefs that give life purpose; has aims and objectives for living. Low score implies the person lacks a sense of meaning in life; has few goals or aims, lacks sense of direction; does not see purpose of past life; has no outlook or beliefs that give life meaning.

Self-Acceptance: the high scorer possesses a positive attitude toward the self; acknowledges and accepts multiple aspects of self, including good and bad qualities; feels positive about past life. While the low scorer feels dissatisfied with self; is disappointed with what has occurred with past life; is troubled about certain personal qualities; wishes to be different than what he or she is.

For analysis we did Factor Analysis calculating the 'Simple Mean Score' i.e., the score for each category is taken as the average of scores in each category. To find out the average of the scale the mean of all six categories is calculated and the resultant figure presented. The scores are substantiated with the qualitative findings and the scaled statements are described.

A self-report scale of generative concern, the **Loyola Generativity Scale (LGS)** comprising of 20 items s used to analyse generativity among respondents. For each of the statements the respondent indicates how often the statement applies to him or her by marking either a "0," "1," "2," or "3".

Mark "0" if the statement never applies to you.

Mark "1" if the statement only occasionally or seldom applies to you.

Mark "2" if the statement applies to you fairly often.

Mark "3" if the statement applies to you very often or nearly always.

The 20 items are added up. In case of reverse coding, codes were reserved for maintaining with other items which will be useful for analysis.

Generativity may be conceived in terms of 7 interrelated features: cultural demand, inner desire, generative concern, belief in the species, commitment, generative action, and personal narration. The Loyola Generativity Scale (LGS) Score Rating is out of 60. LGS scale gives measures of complex psychosocial construct which are reflected through features as mentioned above. Based on the adjustment of scores the respondents are analysed for generativity. For each category, a high score indicates that the respondent has a mastery of that area in his or her life. Conversely, a low score shows that the respondent struggles to feel comfortable with that particular concept.

For **qualitative data**, in-depth interviews are conducted to explore respondents' perspective and views vis a vis the research questions. And selective employers to be interviewed to understand their perspective and to provide information on possible support of the elderly in new workplace and some information about the assessment of this support by the employers. In-depth interview is a quality-based research approach which is used to interview a candidate intensively where the numbers of responders are few and the research is concentrated mainly upon one to two topics. It is a good way of gathering qualitative data or information. Also, it permits freedom for both the interviewer and interviewee in case of changing directions and also exploring additional points when required. Thus, In-depth interviews help in determining the knowledge insights. It is a blend of flexibility with structure, it is interactive, the insight to the answer is accomplished by means of exploration, penetration as well as explanation. The interview is of generative type as new knowledge and thoughts are developed at some instance during the interview.

An in-depth interview can also be defined as a discovery oriented or open-ended method which is mainly followed in order to obtain detailed results about any topic from the stakeholder. This qualitative research method helps in finding an in-depth view of respondent's experiences, feelings, and perspectives.

2.4. Research Tool (tools used in the field)

An interview schedule was formulated based on the research objectives to assess generativity and well-being basis to standardised scales. i.e., Ryff's well-being scale was used along with Loyola Generativity Scale. These were coupled by an in-depth interview in order to understand the Generativity and Wellbeing aspects.

It was decided to use Ryff's and Loyola Generativity Scales. We used the two scales to identify independent variables, which are Well-being and Generativity.

The Ryff's scale components, Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life and Self-Acceptance meet well with our objectives. There have been various studies, such as 'Using Ryff's scales of psychological well-being in adolescents in mainland China' by Jie Gao & Ros McLellan (2018) and in Spain by Villar et al. (2007) that have validated robustness of the Ryff's Scale. The Ryff's scale has been modified to 84 scale, 34 scale and 18 scale and it has shown to work under different research projects.

Generativity may be conceived in terms of 7 interrelated features: cultural demand, inner desire, generative concern, belief in the species, commitment, generative action, and personal narration. A self-report scale of generative concern, the Loyola Generativity Scale (LGS) exhibited good internal consistency and retest reliability and showed strong positive associations with reports of actual generative acts (e.g., teaching a skill) and themes of generativity in narrative accounts of important autobiographical episodes (McAdams & St. Aubin).

The Loyola Generativity Scale components are Passing on knowledge and skill particularly to the next generation; Making significant contribution to the betterment of one's community, neighbourhood and so on; Doing things that will be remembered for a long time; Will have a lasting impact and will leave an enduring legacy; Being productive and creative and Caring and taking responsibility for other people.

The questions in the in-depth interview revolved on the themes of Generativity and Aspirational Dignity. The questions probed on points such as understanding the concept of mentorship, turning point in biographs of the retired elderly, their health psychology, life satisfaction, interaction in social network participation, motive for extending career, what are they doing now in the second inning and how they can extend experiences in the labour market, is there a change in profile, what is their internal motive, is there a generativity motive, do they look for symbolic immortality and essence of caring and supporting following generations. Further probe is on their understanding of identity, concept of good life, values to be fulfilled for them to feel they are leading a good life, what constitutes good life for them in how far they can do it in their second inning, and last but not the least – how the younger generations perceive them.

The participants were observed during the interview. Observation helped understand participants better. For instance, in some cases, where the participants were cautious, they were made comfortable, citing confidentiality. In some cases, a second appointment was taken. Quoting another instance, the participant's behaviour, expressions and body language were matched with the responses on Ryff's scale and LGS. During observations a field diary was maintained, in which the 'events' were noted. Observations, therefore, helped match participants' verbal responses with written responses on scales.

The field notes became significant for analysis. The field notes helped differentiate 'superficial' interview with the 'reality' which helped better analyse. For instance, one participant talked about their participative approach, intergenerational relationships and 'Give and Take' approach with the colleagues. However, the reality was different, as one could notice meek colleagues, who were agreeing to everything the respondent was saying and on confirming with them the observation was found to be correct. Such events were recorded which otherwise would have not come out from the responses. Hence, such data was useful.

2.5. Sampling

There are several ways of recruiting participants, however in the study we used the Purposive sampling method. The purposive sampling method has been applied to capture the experience of the elderly and opinion of the employers regarding the retired rehired employees. This type of sampling was quite useful as it helped reach the target group/sample comparatively faster, and as the sampling for proportionality was not our main concern.

The study is based on the responses of 83 retired professionals, who considered starting a second inning in their professional career and 14 select employers. For the study, on basis of differentiated research, the respondents were selected based on identified criteria and the supposition that they possess the required knowledge and experience and they will be able to provide information that is both detailed (depth) and generalizable (breadth) on motives for engagement in job post retirement. Also, who would make first cautious statements about possible influences of individual personality characteristics on this engagement. Thus, the participants were selected from the sample as they meet the criteria, in this case, playing a specific role in the organization and/or implementation process. And we rejected the individuals who did not fit our profile when creating the sample.

The selection criteria for the sampling units are as following:

- The age of the respondent should be 55+ years as this is the age of retirement in the private sector. In the government sector the retirement age starts at 60 years. The exceptions being the armed forces, where the retirement sets in at the age of 35 years. And in self owned or family-owned businesses, there is no retirement age and one continues till health allows.
- The respondent should be re-employed i.e., extended his job in the same organisation or got into a new job after retiring from a government or private job in India.
- The respondent should be atleast a Post Graduate
- The respondent worked at an Officer level and lives in a city

India is a large country and has Rural and Urban populations. The Urban population can be divided into highly educated, semi educated and not so educated. The objective was to scope the study to Urban India and focus on Officer level highly educated people who have the necessary skills to be reemployed. Also, it was known the major concentration of the companies and organisations is in the metro cities. Hence, one of the criteria was the respondent must be living in metro cities.

Reemployment post retirement is not a common phenomenon in India and neither there is some established data on this subject. Though a majority of Indian population is agrarian, we kept it out of scope of the research study for the reason it mainly constitutes of farmers, who are most of the times landowners and hence there is nothing as 'Retirement' in the rural India.

The sample was also designed keeping in mind socio-demographic factors (extrinsic factors) and to represent the industrial, service and the public sectors. The socio-demographic factors included age, marital status, sex, socioeconomic status (three indices), family size, geographic area, education and income. In addition to these factors, the job sectors the participants were from and were currently working, number of years in past and present employment and satisfaction with the current working conditions were also looked at. Thus, it was important to pick these criteria of selection.

In addition to these 83 respondents, 14 employers (owners/stakeholders/ HR heads/Top Management personnel) of these respondents were interviewed to understand their perspective and experience on hiring the retired elderly in their firms or organisations. The samples were selected from Services, Public and Industry sectors including startups from different zones in India. The interviews were conducted in person or on phone.

The sample selection involved the following steps:

Firstly, in cooperation with The Ministry of Economic Affairs, The National Chamber of Commerce and Industry, Startup Incubators and Startup India, the existing register data was evaluated in order to cover enterprises (Step 1). These register data formed the basis for a randomly selected group of companies selected for a questionnaire survey. It was strived to attract a total of 500 companies for this questionnaire investigation. With an assumed refusal rate of two-thirds, around 1,500 companies were to be contacted. The purpose of the questionnaire was to provide information on Well Being and Generativity of the elderly; In addition, some information about the assessment of this support by the organisational stakeholders was to be asked (Step 2). From this group of 500 companies a sub-sample was formed of companies that support rehiring of the retired. Against the backdrop of the already held expert discussions with economists in New Delhi, it was assumed that there will not be more than 90 - 100 such companies that employ elderly post retirement. 50% of these companies were to be interviewed extensively by phone and 50% were to be interviewed in person. The interviews were of the retired rehired elderly and the company management/stakeholders (step 3). In addition to the interview, questionnaires were used to assess satisfaction, emotional well-being, coherence and generativeness (step 4). Separate sources were used for government and health care organizations because relatively few of these are registered with Chambers of Commerce.

Before finalising the lists of companies, we wanted to check the status of hiring retired elderly in the startups, including incubators. The findings from the startups contacted regarding hiring of the elderly were rather different from what we had assumed. We couldn't find specific pattern of hiring the elderly in the startups. The participation of the elderly was more or less in family-owned businesses, self-owned businesses and through some association of the elderly known to the startups owners. For instance, the elderly could be a neighbour or known to the family. Out of 300 startups that were contacted, 47 responded. Out of these 55% i.e., 25 out of 47 couldn't place any such relation with the elderly. The positive response came from the formally involved retired elderly, who co-owned start-ups (10 out of 300) and informally involved elderly in family or known person owned business (10 out of 300). Only the formally involved

elderly in the startups were considered for the interview. The reason for non-engagement of the elderly in the startups was the 'Bottomline' that matters the most to the owners. The startup owners prefer hiring young, energetic staff, who can run around and can be hired on lesser remuneration. Hiring an experienced person costs three to four times more than hiring a young person.

The startups, where the elderly are self-employed are co-owned by several partners. The partners maybe experts from the same field or they may come from diverse backgrounds so as to have a defined division of labour and responsibilities. Further, the partners may or may not be the same age group. It is this category that we found hiring of retired elderly in form of partners or co-owners of the startup. And this forms a miniscule proportion of the startup data.

From our further observation it came out that the established companies and organisations hire retired elderly in advisory and expertise based roles. So, it was decided contacting established companies and organisations. Further, it was decided to look at metro cities in India as this is where the companies and organisations are concentrated. The bigger companies were approached through either through contacts or/and through Human Resources Departments in the companies. Out of 600 companies that were contacted, 100 responded, and out of those in 60 hiring of the elderly was seen. These companies include financial services, HR consultancies, defence services, health services and non-governmental organizations (NGOs).

In the government and development sector we contacted 100 organizations and received 18 responses, and out of these hiring was seen in 12 organizations. In the industrial sector we contacted 100 companies and received 21 responses. Only two companies were hiring retired personnel.

For convenience we divided the companies into three broad categories, the industrial sector comprising of manufacturing/construction, services sector (financial services, HR consultancies, defence services, health services, startups & incubators and non-governmental organizations (NGOs)) and the public sector comprising of the government and development sector.

In these sectors, comparatively, some hiring was seen. The hiring was on contractual basis. As explained earlier, the agricultural sector was not included in the sample in view that India is an agrarian economy and it constitutes about 70% of the of self-employed.

The total response rate was 16.9 percent (or N =186), which is comparable to the response rate of other employer surveys. Response rates for surveys in Europe and the United States tend not to exceed 20–30 percent (see for example Brewster et al., 1994).

Sample for the Pilot study: Purposive Sampling Method was selected for the pilot study as it was decided to have only two respondents for the pilot and the pilot data collection was done in Delhi. The selection of respondents had to be done from a specific population i.e., Retired individuals who are working the second innings. Doing second work innings is not a common trend in India. The idea was to identify respondents who meet the eligibility criteria and could

potentially contribute to the study. Thus, for the pilot Purposive sampling method was deployed to hire two respondents as it was less time consuming and was accurate.

The qualitative data was collected with the help of an interview guide based on the research objectives. The presentation of the quantitative data collected was followed by the qualitative findings with the help of an interview guide. The quantitative findings are based from the responses collected through Ryff's Well-Being Scale and Loyola Generativity Scale. Since in the pilot there were only two sampling units, the analysis of each of them was presented as per individual respondent and we could not derive full factor analysis out of just two sampling units. Analysing the results, the responses were found in line with the quantitative scales and the qualitative questions and no new issues/findings were reported.

However, post pilot some changes were made to the questionnaire as after we concluded the pilot, we realised that apart from the rehired elderly, the organisational owners too, should have been interviewed. In the pilot we had interviewed only the retired rehired respondents. Then, it was found the perspective of the employers is also important for an in-depth understanding of the research objectives. So, it was decided some interviews will be taken of the selected employers.

2.6. Data and Methodology

The study is a mixed methods study in which both quantitative and qualitative methods were used. The rationale behind using the two methods was to find out the concerned research theme in a holistic and detailed manner. All data was collected from the field and the entire analysis is based on field data. The details of data collection and methodology are given below.

The quantitative data relates to the study of Generativity and Well-Being of the sampling units, both individually and on an average basis. The individual study of sampling units is imperative so as to bring out the aspects related to Generativity and Well-being. Ryff's Scale and Loyola Generativity Scale questionnaires were emailed to the respondents i.e., retired rehired elderly. Then they were contacted and interviewed either in person or on phone. For the sample of stakeholders, who had hired the elderly were contacted on phone and some were interviewed in person.

The Purposive and Snowball sample, stratified by the three sectors to ensure that appropriate numbers were included.

Sample: In total 97 respondents were interviewed, 83 retired rehired employees and 14 company owners/stakeholders/ HR heads/Top Management personnel. The distribution is given in the form of table 1 below. The table is followed by the sample description.

Table 2.1: Participants' profile

	Total Sample	Employees	Employers
Age (in years)			
Below 55 for employers only**	6 (6.18%)	0 (0.00%)	6 (42.85%)
55-60	20 (20.61%)	15 (18.07%)	5 (35.71%)
61-70	57 (58.76%)	54 (65.06%)	3 (21.42%)
71 and above	14 (14.43%)	14 (16.86%)	0 (0.00%)
Sex (%)			
Female	18 (18.55%)	13 (15.66%)	5 (35.71%)
Male	79 (81.44%)	70 (84.33%)	9 (64.28%)
Marital Status			
Married	91 (93.81%)	79 (95.18%)	12 (85.71%)
Unmarried	2 (2.00%)	2 (2.4%)	0 (0.00%)
Widow/Widower	4 (4.12%)	2 (2.4%)	2 (14.28%)
No. of household members			
<=2	27 (27.83%)	23 (27.71%)	4 (28.57%)
3	25 (25.77%)	19 (22.89%)	6 (42.85%)
4 or above	45 (45.4%)	41 (49.39%)	4 (28.57%)
Socioeconomic status			
Middle Class	30 (30.92%)	29 (34.93%)	1 (7.14%)
Upper middle class	57 (58.76%)	48 (57.83%)	9 (64.28%)
Upper class	10 (10.30%)	6 (7.22%)	4 (28.57%)
Education			
Post Graduate	75 (77.31%)	63 (75.90%)	12 (85.71%)
Ph.D or above	22 (22.68%)	20 (24.09%)	2 (14.28%)
Spouse's educational background			
High School	3 (3.09%)	3 (3.61%)	0 (0.00%)
Graduate	26 (26.80%)	24 (28.91%)	2 (14.28%)
Post Graduate	45 (46.39%)	35 (42.16%)	10 (71.42%)
Ph.D	16 (16.49%)	15 (18.07%)	1 (7.14%)
NA*	7 (7.21%)	6 (7.22%)	1 (7.14%)
Sector (%)			
Industry	5 (5.15%)	1 (1.20%)	4 (28.57%)
Services	80 (82.47%)	71 (85.54%)	9 (64.28%)
Public sector	12 (12.37%)	11 (13.25%)	1 (7.14%)
Geographical location (in India)			
North	52 (53.60%)	43 (51.80%)	9 (64.28%)
West	25 (25.77%)	20 (24.09%)	5 (35.71%)
South	17 (17.52%)	17 (20.48%)	0 (0.00%)
East	3 (3.09%)	3 (3.61%)	0 (0.00%)
Job Type			
Public sector	13 (13.40%)	12 (14.45%)	1 (7.14%)
Private	76 (78.35%)	65 (78.31%)	11 (78.57%)
Semi-private	8 (8.24%)	6 (7.22%)	2 (14.28%)
Nature of current employment			
Full Time	71 (73.19%)	59 (71.08%)	12 (85.71%)
Part Time	21 (21.64%)	19 (22.89%)	2 (14.28%)

Self Employed	5 (5.15%)	5 (6.02%)	0 (0.00%)
Avg. no. of months retired	85.15	85.15	NA
Avg. no. of months in current job	85.23	81.54	107.14
Satisfaction with current working conditions			
Fully satisfied	63 (64.94%)	51 (61.44%)	12 (85.71%)
Partially satisfied	34 (35.05%)	32 (38.55%)	2 (14.28%)
Dissatisfied	0 (0.00%)	0 (0.00%)	0 (0.00%)

*Information not provided

** In order to substantiate the information provided by the elderly three young employees were interviewed in selective cases

Of the 97 respondents interviewed, 83 are employees i.e., retired rehired elderly and 14 are the employers. Of the total respondents 79 are males and 18 are females i.e., 81.44% percent were men and 18.55% percent were women. The mean age of the respondents was 63.69 years; 6.18% were below 55 years, 20.61% percent were between 55 - 60 years, 58.76% were between 61 to 70 years and 14.43% were above 70 years. The industrial sectors comprised 5.15%, services 82.47% and the public sector 12.37%. About 53.60% respondents were from the Northern Region, 25.77% from the Western Region, 17.52% from the Southern region and 3.09% from the Eastern Region. About 13.40% respondents were in employed in the government sector, 78.35% in the private sector and 8.24% in the semi-private sector. Talking of 'Nature of current employment', 73.19% respondents were working full time, 21.64% were employed as part-time and 5.15% were self-employed. Discussing other sociodemographic factors, 93.81% respondents were married and living with spouse and/or family, 2.0% were unmarried and 4.12% were widowed. About 27.83% respondents have 2 or lesser Household members, 25.77% have 3 household members and 45.40% have 4 or more household members. Economic status wise 30.92% are from the Middle Class, 58.76% from the Upper Middle Class and 10.30% from the Upper Class. The respondent's level of education was indicated by three variables: "Post Graduate", "Ph.D or Above", and "Professional Degree" (equivalent to a Master's/Post Graduate Degree). Age was included as a continuous variable. Discussing Education factor, 77.31% of the respondents were atleast Post Graduate, 22.68% Ph.D or above. 93% respondents completed highest degree in India while 7% completed highest degree abroad. The respondents' spouses education details were, 3.09% were high school pass, 26.80% were graduate degree holders and 46.39% were Post Graduate and 16.49% Ph.D or above. About 7.21% of respondents didn't share details of spouse's education. On satisfaction index, 64.94% respondents marked 'Full satisfaction' as their response, while 35.05% marked 'Partially satisfied'. There was no response for 'Dissatisfied' category. The respondents were on an average 85.15 months retired (this figure was high due to the fact that some respondents retired as long as 25 years ago. Hence the average went up). The respondents were on an average 85.23 months in current service.

Of the fourteen employers, 64.28 % were men and 35.71% percent were women. The mean age is 52.5 years. 42.85% were below 55 years, 35.71% percent were between 55 - 60 years and 21.42% were between 61 to 70 years. About 64.28% respondents were from the Northern

Region and 35.71% from the Western Region. They were 7.14% from the government sector, 64.28% in the services sector and 28.57% in the industrial sector. 85.71% respondents were working full time and 14.28% part time. Discussing other sociodemographic factors, 85.71% respondents were married and living with spouse and/or family and 14.28% were widowed. About 28.57% respondents have 2 or lesser Household members, 42.85% have 3 household members and 28.57% have 4 or more household members. Economic status wise, 7.14% were from the middle class, 64.28% from the Upper Middle Class and 28.57% from the Upper Class. The respondent's level of education was indicated by three variables: "Post Graduate" and "Ph.D or Above" and "Professional Degree" (equivalent to a Master's/Post Graduate Degree). Discussing Education 85.71% were Post Graduates and 14.28% Ph.D or above. The respondents' spouses education details were, 14.28% were graduate/Bachelor's degree holders, 71.42% were Post Graduates, 7.14% Ph.D and 7.14% didn't provide details. On satisfaction index, 85.71% respondents marked 'Full satisfaction' as their response, while 14.28% marked 'Partially satisfied'. There was no response for 'Dissatisfied' category. The respondents were on an average 107.14 months in current service. The respondents were 'On an average months retired' was not applicable to the employers.

Of the 83 retired rehired elderly (employees) interviewed 70 are males and 13 are females i.e., 84.33% percent were men and 15.66% percent were women. The mean age of the respondents was 65.57 years; 18.07% percent were between 55 - 60 years, 65.06% were between 61 to 70 years and 16.86% were above 70 years. In order to substantiate the information provided by the elderly three young employees were interviewed in selective cases. These comprised 3.61%. The industrial sector constitutes 1.2%, 85.54% services, and 13.25% the public sector. About 51.80% respondents were from the Northern Region, 24.09% from the Western Region, 20.48% from the Southern region and 3.61% from the Eastern Region. About 14.45% respondents were employed in the government sector, 78.31% in the private sector and 7.22% in the semi-private sector. Talking of 'Nature of current employment', 71.08% respondents were working full time, 22.89% were employed as part-time and 6.02% were self-employed. Discussing other sociodemographic factors, 95.18% respondents were married and living with spouse and/or family, 2.40% were unmarried and 2.40% were widowed. About 27.71% respondents have 2 or lesser Household members, 22.89% have 3 household members and 49.39% have 4 or more household members. Economic status wise 34.93% are from the Middle Class, 57.83% from the Upper Middle Class and 7.22% from the Upper Class. Discussing Education factor, 75.90% of the respondents were at least Post Graduate and 24.09% were Ph.D or above. The respondents' spouses education details were, 3.61% were high school pass, 28.91% were graduate degree holders and 42.16% were Post Graduate, 18.07% Ph.D or above and 7.22% didn't provide information. On satisfaction index, 61.44% respondents marked 'Full satisfaction' as their response, while 38.55% marked 'Partially satisfied'. There was no response for 'Dissatisfied' category. The respondents were on an average 85.15 months retired (this figure was high due to the fact that some respondents retired as long as 25 years ago. The respondents were on an average 81.54 months in current service.

The Quantitative data was analysed from the responses of the Ryff's Scale and The Loyola Generativity Scale. The Ryff's Scale has 42 questions divided into six categories and The

Loyola Generativity Scale has 20 questions. Every question is scored. The overall score from the Ryff's Scale is a measure of Well Being and that from The Loyola Generativity Scale is a measure of Generativity.

Indicators used: questions we are asking are the indicators. Ryff's Well Being Scale has 42 questions divided into six categories (as described above) and the Loyola Generativity Scale (LGS) has 20 questions (described above).

Variables: The Ryff's Scale is divided into six categories namely, Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life and Self-Acceptance. The final degree of agreement in the 6 dimensions/categories is added.

In order to create composite index scores in different questions will be added together and these scores will be compared across respondents in order to assess their overall performance. The scores from the Ryff's Scale can be interpreted as High Scores and Low Scores.

The Loyola Generativity Scale (LGS) has 20 questions on Generativity. The final degree of agreement in the categories is added. LGS gives measures of complex psychosocial construct which are reflected through societal demand, inner desires, conscious concerns, beliefs, commitments, behaviours, and the overall way in which an adult makes sense of his or her life. Out of 20, six items have a reverse score. In order to create a composite index score different questions will be added together and these scores will be compared across respondents in order to assess their overall performance. Scores in LGS can be interpreted as High Score, Average Score and Low score. We followed coding guidelines for Loyola Generativity Scale basis "A Theory of Generativity and its Assessment Through Self-Report, Behavioural Acts and Narrative Themes in Autobiography" by McAdams & St. Aubin. The scale has been divided into five broad categories, Passing on knowledge and skill particularly to the next generation; Making significant contribution to the betterment of one's community, neighbourhood and so on; Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy; Being productive and creative and Caring and taking responsibility for other people.

Qualitative Data analysis

The indepth interviews were conducted to explore respondents' perspective and views vis a vis the research questions. The questions in the in-depth interviews revolved on the themes of Generativity and wellbeing. The questions probed on points such as understanding the concept of mentorship, turning point in biographs of the retired elderly, their health psychology, life satisfaction, interaction in social network participation, motive for extending career, what are they doing now in the second inning and how they can extend experiences in the labor market, is there a change in profile, what is their internal motive, is there a generativity motive, do they look for symbolic immortality and essence of caring and supporting following generations. Further probe is on their understanding of identity, concept of good life, values to be fulfilled for them to feel they are leading a good life, what constitutes good life for them in how far they can do it in their second inning, and last but not the least – how the younger generations perceive them.

The participants were observed during the interview. Observation helped understand participants better and field notes taken. The participant's behavior, expressions, personality and body language observed were matched with the responses on Ryff's scale and LGS. During observations a field diary was maintained, in which the 'events' were noted. Observations, therefore, helped understand participants' verbal responses as against written responses on scales. The field notes became significant for analysis. The field notes helped differentiate 'superficial' interview with the 'reality' which helped analyze better. Further, the external factors i.e., Sociodemographics helped analyze more.

As the first step in analysis, the verbatim transcriptions of the interviews were prepared. Verbatim transcripts were essential for capturing the perceptions of the respondents in their own words, phrases and expressions. The transcriptions were translated into English language wherever the interaction was in the local language. The transcripts were then summarised, labelled, anonymised and coded for analysis manually. The responses were analyzed for internal characteristics (psychological characteristics) and external characteristics (socio-demographic factors).

The response categories were classified into six aspects of wellbeing and happiness of the Ryff's scale (autonomy, environmental mastery, personal growth, positive relations, purpose in life and self-acceptance) and five aspects of generativity of the Loyola Generativity Scale (Passing on knowledge and skill particularly to the next generation; Making significant contribution to the betterment of one's community, neighborhood and so on; Doing things that will be remembered for a long time; Will have a lasting impact and will leave an enduring legacy; Being productive and creative and Caring and taking responsibility for other people).

The next step, the data from the interviews was compared and the interlinkages and emerging patterns identified. Then the data was categorized and conceptualized. The process of categorizing data involved moving from individual codes towards creating broader categories in order to gain better conceptual understanding of the data. This helped understand how the individual components were interlinked together into a broader framework and linked back with the theoretical framework under study. The codes with similar attributes were grouped together and linked to the categories/indicators in the Ryff's and Loyola Generativity Scales. It was also sought to identify "Case vignette".

The findings from the interviews helped group the respondents into **five ideal typical groups**. The groups were created based on internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (sociodemographic factors) such as age, marital status, sex, socioeconomic status (three indices), family size, geographic area, education and income. In addition to these factors, the job sectors the participants were from and were currently working, number of years in past and present employment and satisfaction with the current working conditions were also looked at.

In addition to this, the personality traits that constitute the Five Factors Model (FFM) were considered during the analysis. The traits that constitute the five-factor model are extraversion, neuroticism, openness to experience, agreeableness, and conscientiousness. In Five Factors Model, the personality can be defined as the set of emotional and behavioral characteristics of

an individual that is generally maintained constant both over time and in a variety of situations (Landy & Conte, 2013). Extraversion or extroversion refers to the characteristics of being sociable, chatty, determined and drawing energy from the crowd. The extroverts are assertive and cheerful in social communications. The opposite are the introverts, who prefer being loners. Neuroticism refers to emotional stability. Those high in neuroticism have negative emotions, worry frequently and get depressed and anxious easily. Emotional stability determines the tendency that an individual presents to be anxious, depressed, angry, embarrassed, emotional, worried and unsure. The persons who are low in neuroticism are inclined to be emotionally stable and they work and progress steadily. The third factor, openness to new experiences are the persons, who are curious, imaginative, appreciative of new things, art and creativity. They also like adventure and originality. People low in openness avoid new experiences, prefer sticking to existing habits and they don't like quests.

The fourth factor, Agreeableness refers to how warm and kind an individual is. An agreeable person is trustworthy, compassionate, polite, dependable, friendly, pleasant, co-operative, open-minded or tolerant and helpful. An agreeable person maintains good relations with others and has fewer behavioral problems. The fifth factor, Conscientiousness refers to those who are organized, responsible, dependable, achievement focused, judicious, far-sighted, perseverant, disciplined, planners, are driven by a sense of duty and aims.

Although the five factors can vary across countries, it is applicable and has substantial results in different cultures (Cheung et al., 2001). Several systematic measurements have been suggested with regards to FFM applicability. In addition to FFM, the sixth trait i.e., honesty-humility spectrum from the HEXACO Personality Inventory (Ashton & Lee, 2008) was taken into consideration as it is found to have considerable international relevance. Those high on this factor are modest, truthful and impartial. The HEXACO inventory otherwise overlaps with the FFM factors namely agreeableness, extraversion, neuroticism, openness to experience and conscientiousness.

2.7. Ethical issues

Before interviewing, it was necessary to seek participant's consent regarding the interview and recording of the interview. The participants were given the introductory text before the interview for a read, ask questions and give their verbal consent. It is an important step in research to have written or verbal consent of the participants. Along with this, it was necessary to inform the participants the data would be anonymised and that the interviews would not be misused or published in any commercial media. Additionally, the researcher had taken permission from the institutional authorities. It was explained to them the purpose of the study, interviewing and recording interviews for their understanding and taking their consent.

An important step taking appointment and selecting a suitable location for the interview. I tried selecting a place which would make the participant feel at ease and where they could talk freely. In several cases the appointment had to be rescheduled as the respondent was not comfortable giving information and, in several cases the interview had to be split in two parts as the interaction could not be completed in one sitting. As an in-depth interview involves

participant's experiences, perceptions, beliefs and motivation, the researcher came across varied experiences of the participants.

Seeking permission is an essential part of the research as conducting research or interactions without permission is not only immoral but it is also illegal to disclose the identity and personal beliefs and thoughts of individuals. Hence, in the study, the participant details have been kept confidential. The researcher had taken prior permission before starting research work. In several cases prior telephonic interaction to explain the study and the objectives was done so as to gain interviewees confidence and to help them open up during the interview.

Chapter 3

Employers' Perspective on Elderly

3.1. Summary

In the research study selective employers were interviewed in depth in order to understand their perspective and to provide information on possible support of the elderly in new workplace. In addition, information about the assessment of this support by the employers was also collected qualitatively. The employers were categorized into two categories, those who hired the retired elderly and those elderly who were the business owners.

The findings revealed that there doesn't exist a defined policy for hiring the retired in any of the three sectors (services, government and the industry). The hiring decision lies with the management, owner or as in case of the public sector, the government. The hiring decisions are based on factors such as networking, references, personal equations with the management, past performance and Return on Investment. The organizations headhunt individuals retiring from influential posts with strong networks and the mid-performers are usually hired through references.

There is a clear divide between those retiring from high posts who continue with their high status in the second innings, enjoy autonomy, influence and don't face challenges with their team or with the management. The employers are positive and supportive of them. On the other hand, are the mid-level performers who are hired mainly through references and they face workplace related issues such as management policies, personnel conflicts and workplace dignity related stress. The employers shared mixed feedback on them.

Overall, the employers prefer hiring elderly for specific reasons such as experience, skills, competences, knowledge, decision making, stability, values, lesser learning curve and lower remuneration. Other commonalities that came out across sectors were that the organizations expose the hired elderly to development, though in varying degrees and in different formats and that the older and middle generations work quite harmoniously with each other.

Parallely, some specific findings were that hiring is higher in services sector, extensions in government jobs are not likely, in the government sector maximum hiring is on 'As and when' need basis, at the bureaucratic level there exists little capacity for integrating old people in business environment and specific professions such as financial services, armed forces and engineering are male dominated.

On the other hand, are the elderly, who are the business owners in partnership firms. They enjoy full autonomy and take organizational level decisions; however, their set of challenges differ from those working as employees. Their challenges range from expanding horizons, developing new skills, taking overall responsibility for the business and lack of funding support from the governmental and private agencies.

An irony was observed in the hiring pattern. The business owners (despite themselves being elderly) due to ROI (bottomline) pressure prefer hiring young employees who could endure physical and mental strain and thus are failing to promote the cause of elderly rehiring.

3.2. Introduction

In the research study 14 selective employers were interviewed indepth in order to understand their perspective and to provide information on possible support of the elderly in new workplace. In addition, information about the assessment of this support by the employers was also collected qualitatively. This chapter analyses responses of the employers based on empirical research i.e., based on ground level qualitative responses and observations as experienced during the interview. The results based on the analysis of the responses are presented.

The employers were categorized into two categories, those who hired the retired elderly and those elderly who were the business owners. As explained Chapter 2, the companies were categorised into three broad categories, the services sector (financial services, HR consultancies, defence services, health services, startups & incubators and non-governmental organizations (NGOs)), the public sector comprising of the government and development sector and industrial sector comprising of manufacturing and construction.

In the services sector three possibilities were observed. The retired rehired elderly in the categories, armed forces and doctors were all employed, the retired rehired elderly in the startups and NGOs were the business owners (employers) and the retired rehired elderly in financial services and HR consultancies had both roles, that is, some were employers as they co-founded the CA firms and HR consultancies while some were employed. So, the elderly in the role of employers and the companies where the elderly were hired, their employers were interviewed. In the public sector and the industry, the retired rehired elderly were hired in government organizations and private companies. So, the employers of these retired rehired elderly were interviewed.

3.3. Data and Methodology

In the research qualitative data was collected with the help of indepth interviews conducted on phone or in person. The questions focused on understanding employers' perspective and to provide information on possible support of the elderly in new workplace. In addition, information about the assessment of this support by the employers was also collected qualitatively.

3.4. Responses from the Services sector

Doctors

The doctors retire from government medical service, Government Medical Colleges, Government hospitals or Armed forces. They have long years of experience in government setup and held high positions such as Head of Department, Medical Director and Principal, Medical College. Most government service retired doctors are either hired through references or head hunted because of their past lustrous career, networks, their ability to attract and/or bring patients, their contacts in the government that can bring contracts, favors and projects to the current organization, and their name adds value to the organization. Thus, making the

management want such doctors. The hiring post retirement of these doctors was seen in private hospitals, semi-private hospitals and private medical colleges. Extension in existing government job were not reported.

The responses from the employers explained doctors retiring from high posts, continue with their high status in the second innings. They are involved in administrative decisions, are given scientific freedom, perform advisory roles and they don't face challenges with their team or with the management in new jobs. Quoting an employer, who said, "*The senior doctors are fairly empowered, think at the strategic level and have a responsibility to create a vision for our function.*" The employers are positive and supportive of such retired rehired personnel as they are hired either through the management, they have positive personal equations with them or they come through strong references. These doctors are taken care of in new jobs and they have the autonomy to attend conferences, events and trainings needed for their development and skill enhancements as and when needed.

Mid-level performing doctors post retirement are hired through several routes. At times they move with those retiring from high posts as their team members, at times they join the new organization as their past colleagues or students invite them and sometimes, they apply directly to the organization. The employers shared that at times it gets difficult for them to mould the doctors coming from the government sector into the private setup. There are work culture differences, patient base is different and the private setup is revenue and technology driven, and works on time bound targets. The change is vast for some doctors and they resist these changes. As an employer shared, "*Some doctors are unhappy and against the policy of pushing alternate medicine side by side allopathic medicines as they think the parallel use complicates things. But what they don't understand is the Best Practice Sharing and Exchange with the developed world.*" Similarly, there are some cases of intergenerational conflicts with co-workers reported, however, with students the relations are cordial. The employers are confident of skills, competence, experience and knowledge of these doctors and make them part of departmental decision-making body in consultation with the departmental heads. As far as developmental trainings are concerned, they are periodically sent for seminars, workshops and conferences based on their recommendation. More, the organizations, especially private medical colleges and charitable institutions try providing them work flexibility, exposure to teaching and freedom to implement initiatives so as to maintain their wellbeing. The employers commented they would continue hiring retired doctors as they come with good experience and at lower cost compared to younger staff members.

Financial services

The retired financial services personnel in their second inning join Non-Banking Financial Company (NBFCs), CA firms in capacity of partners or as employees, Private Banks and Board Advisory positions in private companies. The hiring in second inning is through known references, old colleagues and in case of highly successful professionals through networks they created. Thus, there is no defined policy for hiring the retired elderly. Talking about personnel other than the top brass, they are usually hired in CA firms, NBFCs and other small firms at the levels of accountants, managers and senior managers. The hiring in financial services is high

compared to other fields as demand of financial services experts is comparatively high. Further, hiring of retired rehired is high at lower levels i.e., accountant and manager and senior manager levels. The CAs usually join partnership firms. The financial services profession, like the armed forces and engineering is male dominated.

The partners in CA firms in capacity of employers enjoy full autonomy and take organizational level decisions in consultation with their partners. The relations with the partners are positive and collective performance and outputs are promoted. These CA firms do hire retired elderly, however on contractual basis. Since they are technically strong, issues were not reported by the partners.

The employers of retired rehired finance personnel in companies share their confidence in them due to their strong technical skills, and professional outlook. These they said help improve productivity and meet client timelines. But at the same time there have been cases of conflict with the young team members due to strict handling, strict timelines and long working hours that cause mental pressure and dissatisfaction among co-workers and results in conflicts. Thus, people handling skills of some elderly need improvement. Further, as the employer at the bank narrated, *“The elderly are opposed to the bank’s policy of promoting sales and marketing culture through finance personnel citing that is a separate expertise. They not only oppose this policy but also fail to perform this duty.”* But the employers are open to hiring the retired elderly as they come with experience, hence the learning curve is less, their morals and values are better, they are stable in jobs and accept lower remuneration.

The employers of the personnel, who are hired at the advisor or department head levels shared positive comments. This can be attributed to the fact that hiring is done based on personal connects and networks. And since management is directly involved in promoting this hiring, their feedback is positive. More, this group of rehired elderly received positive complements from the employers on personnel handling. They shared elderly try listen to the young generation, understand their issues, give appropriate advice to them and guide them. They are also approached by the younger generation for professional advice and seldom for personal advice. Further, they have positive attitude towards learning from younger colleagues as they want to stay engaged and relevant to the current issues and understand the younger people’s thinking at ground level. Further, they have a positive attitude and understand and accept their shortcomings.

In both setups, the CA firms and the private organizations the hired elderly are sent for technical trainings, internal and external as their jobs requires constant updation. This accounts for their development.

HR consultancies

Commonalities to hiring in financial services came out of the responses. The HR personnel are usually well networked and post retirement the respondents were absorbed in HR consultancy firms, as advisors in private companies, as counsellors and teachers in professional institutes and some started their HR consultancies and training firms in partnership with old colleagues

or acquaintances. The hiring in second inning is through known references, old colleagues and in case of highly successful professionals through networks they created.

Like CA firms and startups, the self-employed elderly co-own HR consultancy with one or more partners. The partners are experts from the same field and they are old colleagues or acquaintances who decided to setup a new company. Other demographic factors such as age of partners varied between 56 to 69 years. The consultancies have division of labour and responsibilities among partners.

The respondents, who are the employers at the consultancies shared they being the founders are the decision makers in the organization along with their partners and that they share good relationships and communication with partners. As partners or senior recruits, the respondents get independence in thinking, putting forth their suggestion and being part of most organizational decisions. These firms have procedures that run through the partners and if needed, small committees are set up. Quoting a respondent, who runs a co-owned business said, *“In the current organisation I am a part of the decision making process. It's in partnership and I am one of the partners. I am making all decisions in the organisation.”*

Discussing responses of the employers for those elderly, who are working in capacity of employees or consultants to firms. The employer shared the role of the consultants or employees in decision-making is limited to the department. Their suggestions are taken but the final decision lies with the management. An employer further shared their concern that the HR consultants are unable to devote proper time as per expectations. This is probably due to the fact that the elderly consultants are handling multiple assignments for different organizations and that makes them unavailable at times when they are needed in an organization. Similarly, at times the personnel policy changes the retired rehired elderly suggest are beyond purview of the management. Further, their insistence on implementing their suggestion causes difference of opinion between them and the management.

However, all employers shared positive views that the HR personnel possess professional strengths such as interpersonal skills, conflict management and competency mapping. This helps the organization handle personnel related issues. More, since the HR personnel are high on people handling skills, intergenerational conflicts are almost non-existent. The co-workers respect and approach the elderly for advice. The employer also appreciated distinct approaches followed by the HR personnel for different situations and how they take appropriate actions to materialize solutions. They added, they trust their work for reasons such professional efficiency, mature decision making, and positive attitude and unbiased behavior. The employers added they would continue hiring retired HR professionals due to their rich experience, people handling skills and positivity.

Both the consultancy owners and other employers shared there doesn't exist a policy for hiring the retired elderly. The hiring is based on references, personal equation and networks.

Startups

The startups fall into two categories, those that are co-owned by the elderly and those that are owned by others, including the young generation. In the former the elderly are formally involved while in the latter, the engagement of the elderly could be formal or informal. Focus of our study is on formal involvement of the elderly, hence only formal involvements will be discussed.

The young start up owners mostly refrain from hiring the elderly. The reasons shared by the employers for non-engagement of the elderly in the startups was the 'Bottomline' that matters them the most. The startup owners prefer hiring young, energetic staff, who can run around and can be hired on lesser remuneration. Hiring an experienced person costs three to four times more than hiring a young person. More, as reported by several startup owners that the elderly are many a times rigid with thoughts and implementations and don't respect the younger generation, thereby causing intergenerational conflict. Further, they are not open to new ideas from others. These reasons cause personnel related issues in the organizations.

The self-employed elderly in the startups co-own the business with one or more partners. The partners maybe experts from the same field or they may come from diverse backgrounds. They may be old colleagues or acquaintances who decided to setup a new company. Other demographic factors such as age usually varies, as in our study the startups partners were of age groups as diverse as 32 to 69 years. These startups, as any other professionally run organization have division of labour and responsibilities among partners. However, in this category not too many startups were seen. The majority of startups were owned by the young entrepreneurs.

The responses of the elderly startup owners elicited they founded the startups as they had no other job opportunities. Also, they didn't want to continue working post retirement in the private sector as they didn't have the physical capacity to take the load and that they wanted to be usefully busy. However, an irony was observed from the responses. Like the young entrepreneurs, the elderly startup owners prefer hiring young staff members. For them too, bottomline and business generation are important, and so are the other factors as explained by the young business owners. But, unlike the young entrepreneurs they dedicate time for societal development.

The respondents shared that being the founders of startups they are the decision makers in the organization along with their partners. The company related matters are discussed among the partners and decisions are taken. Though the departmental responsibilities are segregated, still the organizational decisions are taken collectively. The partners consult each other when they need expert advice or it is pertaining to the department the partner is handling. More, the respondents shared they are the senior most and the most qualified partner in their respective firms, hence they are respected and listened to. They participate in all decisions and give advice to other partners.

The respondents also shared they faced challenges at new workplace. It was a big shift from the environment they had worked earlier as now they are business owners versus being employees

earlier. Owning and running a business requires qualities and experience different from those of being an employee such as handling corporate rivalry and getting multidisciplined. As an employer said, *“The only conflict comes is why we have not been able to make much progress but then you can’t blame anybody for it because it is the market trend and we are trying something new. But the policies are all in place.”* They further shared the startups are struggling mainly because of lack of financial support, seed capital and that government of India is not geared for the change nor are the venture capitalists. Maximum funding comes from foreign groups.

The respondents in general share good relationships with partners and employees. They recognize their talent, efforts, and appreciate them. The startups hold discussions as and when needed and additional responsibilities are delegated to team members based on project. The communication among the partners and the employees, as reported by the respondents is upright and everyone is given freedom to express. However, they added since the organizations are young and small, the organizational environment was limited to being more professional than personalized as they have to give preference to financial stability but they try balance out as much as possible.

NGOs

The findings from the NGOs owners were similar to those from the startups. The self-employed elderly in the NGOs either own or co-own the business with one or more partners. The partners are experts from social work and they are old colleagues or acquaintances. The NGOs have division of responsibilities among partners. Other than being owners, the NGOs also have elderly who come part-time to do social work.

The NGOs owners shared their aim is to serve the society and alleviate human issues such as poverty and hunger. The respondents shared that being the founders of NGOs they are the decision makers along with their partners and matters are discussed among the partners and decisions are taken. Though the departmental responsibilities are segregated, still the organizational decisions are taken collectively. The partners consult each other when they need expert advice or it is pertaining to the department the partner is handling.

For the respondents there was no change in work environment as they spent long years doing social work. They understand the work culture and involved in nitty gritty of NGO related work. However, the career shift from being an employee to becoming an employer meant expanding horizons and taking much more responsibility. But since they are in business for some years, they have settled down well. On hiring elderly for NGO work, they shared the elderly join them as advisors or board members or as part-timers. These are voluntary positions, hence non-paid. The advisor or board members are those individuals who can help NGOs grow operationally and/or financially and are part of the decision-making body. For part-timers there is no restriction as these are flexi-part-time positions and they are not involved in decision-making. The employers added that every member supporting the NGO, whether paid or non-paid is appreciated and it helps the NGOs grow. The elderly are productive, stable, high on morals and

non-demanding. Hence, they would continue taking the elderly on board as and when they come.

They further shared they are struggling mainly because of lack of financial support from the government, philanthropist and the private firms. Funds used to come from outside India but due to new governmental regulations there is a steep decline in income causing operational and financial stress.

The communication among the partners and the employees, as reported by the respondents is open and operational matters are discussed with freedom. Due to paucity of funds the members are unable to take up several planned initiatives for work expansion. Nor there is possibility of supporting developmental trainings for employees.

The employers further shared there doesn't exist a policy for hiring the retired elderly. The full-time hiring is based on past record, references, personal equation and networks.

Armed forces

The retirement in armed forces vary from 34 – 54 years. In the Army a Colonel retires at 54 years, Major General at 58 years, Lt. Gen at 60 years and Chief of Army Staff at 62 years. In armed forces about 50%-60% of officer cadre retire as full Colonel. On retirement they get a 2+2 years extension. However, they are reemployed for non-frontal positions. By this time, they are about 58 years. Usually, women retiring from the armed forces don't opt for second inning. They join on short service commission for 5 years. Those willing to extended beyond five years apply for an extension. The extension is given basis ACR reports and a board takes a decision. It was told by the respondents the women army officers prefer doing home duties over taking extensions due to marriage, transfer of spouse and other home responsibilities. On the other hand, lady doctors in Army medical usually do full term. Post retirement they have the options of joining private hospitals, private medical colleges or do their private practice. The retired personnel from armed forces are educated, talented, motivated and disciplined. Those retiring from mid-level posts in the armed forces were seen getting hired in private hospitals in capacity of doctors, in private companies, realty companies, private banks, backend operation firms and corporates as administrators and security incharge. Corporate houses seldom hire top brass retiring from armed forces into advisory roles. And such hiring is only through references. Those retiring from influential posts in the armed forces have connections within the government systems and their networks are of interest to the corporate world. These are powerful positions that make them eligible to be part of decision-making machinery and to have important time to time discussions with the decision takers. These respondents held strategic positions in the government machinery and this makes their networks extremely strong. They also develop strong national and international networks due their past and the decision makers know them personally. These factors help them setup professional and personal rapport within the government machinery, thereby making them useful for private industry as it helps them get business and government contracts. Also, the influential faces create credibility for the corporate and generate customer confidence and interest.

The employers of mid-level retired armed forces personnel shared their experience. The hiring is done through the usual route of advertising posts, interviewing and selecting. There is no special hiring route for the retired armed forces personnel. However, the employers are open to hiring them in administrative and security roles as they think they best fit in those roles. This limits their roles to administrative decision-making body. The employers shared the retired armed forces personnel are good administrators, are perseverant and perform their duties well. However, they narrated issues such as intergenerational conflicts and remuneration dissatisfaction raised by the retired rehired armed forces personnel. The employers found them at times over strict, overtly outspoken and argumentative with co-workers. The employers understand their mindset and differences in work cultural between the armed forces and civilian worlds that cause conflicts. Hence at times HR intervention was sought to settle conflicts. An employer shared, *“Situation gets difficult at times when you have two ends who are unwilling to bend. On one hand are the strictly protocol driven administrative incharges and on the other are the casual youngsters. But at the end one has to find a compliant way.”* Regarding remuneration, the employers think they are paying as per industry norm and the availed pension from the army should cover their living expenses and familial liabilities. But overall, the employers have satisfactory experience with them and trust their work, honesty and dedication. They are open to new experiences, are communicative, helpful to people and work towards organizational development.

Regarding training and development, the armed forces personnel are given orientation training and there is no specialized training arranged. The employers believe by virtue of their past job and experience they have developed administrative and security abilities and that on job training should suffice. Further, there are no programs for the growth and development of the armed forces personnel. This could well be termed as a ‘Stereotype.’ It is ironical as when one moves into a new job, especially without prior experience one is trained extensively.

The hiring decision in the services sector lies with the Management or the owner. As came out of responses, the hiring decisions are driven basis factors similar to the government sector and the industry such as past performance, networking, references and personal equations with the management. The armed forces personnel however, get into jobs post retirement through references or at times on through job search.

3.5. Responses from the Public sector

From the responses it came out that those retiring from public sector as professors, scientists, diplomats and administrative services officers do their second inning as consultants or advisory board members to the government on part time or full-time basis. Those that held important positions in the past, have adequate international exposure, good track record and a strong network they built during their tenure help them secure governmental positions post retirement. Most respondents carried out a part of their studies or research abroad. Post retirement they work either part-time or full-time. Most are not on payroll but work on retainer fee basis or on consultation basis.

In the government jobs individuals retire between 58- 60 years (depending on state rules) and post retirement they take up jobs in private, semi-private or government sector on part time or full-time basis. In India people retiring from the government sector usually opt to work in private organizations as extensions in government jobs are not likely. Some opt to work in semi-private or charitable organizations, while some take up social service. But a majority of the retired don't take up second inning jobs. This could be attributed to the fact they get pension and as it stands revised as per the Seventh Pay Commission it provides them enough funds to sustain without working. Similarly, in households where both spouses are retired from the government services provides them sufficient funds to sustain well.

Most government service retired are hired basis past performance, through references and their personal equations with influential persons in the government sector i.e., their contacts in the government and/or the network they built while in service coupled with their past performance record.

Within government organizations there is no defined process to hire retired government officials. Things are not organized as there doesn't exist any formal structure for talent identification, competency mapping, having formal positions in the organizations and hiring policies for the retired. In the study, no case was observed of an extension in existing government job. It was shared some retired persons are doing second inning in government departments or bodies, different from the ones they worked previously. The retired rehired included scientists and administrators who are in their second inning jobs working in capacity of advisors and selection committee members on "As and When" need basis. However, in very few cases they were hired on full-time basis. Those hired as advisors have an important role to play. They are usually subject experts, are consulted on important matters and they participate in decision-making. The employers are positive on such retired rehired personnel and they take decisions in consultation with them, including formulating policy advice. Such personnel by virtue of their current positions are respected in the organization and are heard. However, in the study we could identify few advisors of such high calibre involved with the government. The other group of retired rehired (as explained earlier), who come on 'As and when required basis' don't hold powers. They participate in consultation meetings and perform other duties assigned to them. The employers find their engagement positive and beneficial.

At the bureaucratic level there is very little capacity for integrating old people in business environment and the government has made regulation for not accepting people above 75 years. The respondents are quite relaxed with the idea of working beyond 60 years which may not last more than 10-15 years but they are contented about the same. They work either part-time or full-time. As India has a strong society structure and several retired government diplomats get involved in non-profit organizations and few of them make this their career, wherein they showcase their bureaucratic talents in order to move the programs. Those retired rehired bureaucrats who hold important positions in their second innings such as advisory roles enjoy high status and powers as explained for the subject matter expert advisors to the government. The employers shared positive views about these retired rehired.

As far as developmental trainings are concerned, the high-level hires i.e., the subject matter experts and the bureaucrats are exposed to national and international meetings, conferences and trainings as necessary. An employer in the Public sector explained, *“We send people for trainings 10 or 15 days training. These are local or international trainings. We encourage people to go for trainings. Most of our people have had that experience. These are mostly the senior people.”*

The hiring decision for the retired in the government organizations is taken at the ministerial level and there is no formal process in place for it. We tried taking appointment with the decision makers but couldn't get appointment due to their busy schedules and ongoing corona crisis. However, we spoke on phone to senior positions two level below the ministers and took their perspectives.

3.6. Responses from the Industry

The private organizations too don't have a defined policy for hiring the retired. They rather headhunt those retiring from influential government posts as their connections within the government systems and strong networks are of interest to the corporate world as it helps them get business and government contracts. Moreover, the influential faces create credibility for the corporate and generate customer confidence and interest. Factors such as past knowledge and professional experience are given weightage too.

In Small and Medium sized enterprises (SMEs) there is no defined policy for hiring the retired elderly. Some cases of hiring can be seen due to references such as the elderly is known to the business owner or to some acquaintance of the business owner. The owners refrain from hiring the elderly due to several reasons. First, the bottomline or Return on Investment (ROI) is their priority and the young staff comes at a lower cost compared to the cost of an experienced person. More, the elderly are considered to be slow in tasks involving physical endurance, learning new things, are not technology savvy and showed rigidity in learning and accepting ideas from the young generation.

As the industrial environment requires one to get involved in physical activities and exposes one to various forms of pollution, the employers refrain from hiring the elderly. As an employer narrated his experience of hiring an elderly through some known reference. He said the hiring decision was a mistake as the elderly didn't do much work except bossing around, was rigid in understanding others, learning and gave no output. The organizational atmosphere was tensed due to intergenerational conflicts and complaints coming to the owner off and on. He added, *“I expected him to generate business but that didn't work as well. Within few months he became a liability and I had to ask him to go.”* Another employer shared that he hired one elderly on commission basis to generate business for his firm but the results were not positive.

The large-scale enterprises too, don't have a policy in place for hiring retired elderly. The Board or the Management takes case-based decision whether to give extension to employees or to retain them on part-time or full-time basis. As an employer shared, *“Our organisation thinks about the elderly. We give extensions to the retired but not in very high number. The extensions*

(2 -3 years) are given to select specialists, trusting them with special projects. The reason for doing so is to honour them as honouring is a big motivator. We have several identification areas for such selection. It's mostly trusted delivery, skills, execution, commitment and performance. There is no criterion which is laid down for this but this is what is classically what we do. Typically, at that seniority we don't hire from outside it is more extension of contract or extension of service for current employees who have been tested and tried and trusted." This shows the importance of past performance, networking and personal equations in the corporate world.

In another large-scale services enterprise, the employer shared job extensions are offered to employees on selective basis. Few specialists get extensions on contractual basis that is renewed every year and is extendable for few years. The extension depends on parameters such as past record and what kind and stage of projects they are handling, in what capacity they are involved in the project, what is the financial impact of the projects and whether those projects require steady continuation with the same person or not. This again shows that it's the network and the bottomline that matter the most to the corporate.

The employer shared the extension given to the elderly causes several issues such as intergenerational conflicts with the young generation and the retired people face them at large. But the older and middle generations work quite harmoniously with each other. The other problem the retired rehired faced was related to their aspirational dignity as co-workers address them with certain codes and that creates stress, stereotype, age discrimination and hurt their sentiments. This finds resonance with the concepts by philosopher, Kant (Watkins, 2012), who contributed that dignity is an intrinsic value which is influenced by the rational and autonomous beings and that cannot be traded. And as philosopher Nussbaum explains "All, just by being human, are of equal dignity and worth, no matter where they are situated in society, and that the primary source of this worth is a power of moral choice within them, a power that consists in the ability to plan a life in accordance with one's own evaluation of ends" (Nussbaum, 1999: 57). The employers however, agreed that this must be changed in order to bring equality, emotional satisfaction and motivation of the contractual employees. Few multinationals are working on eliminating such bias by making positions role based rather than designation based. The employers further mentioned once the extension is granted, the retired rehired avail some benefits such as remuneration and health insurance policies, although the salary structure and other things change such as they are shifted to smaller workstations and they don't avail benefits of a regular employee. This throws light on lack of opportunity structures, financial, social and physical for supports of the elderly at the workplace. However, one positive aspect was highlighted by the employers, that the granted extension brings emotional relief, optimism and motivation for capable employees who are in the late middle age and those who are about to retire as they could get an extension post retirement. The other positive aspect shared was that those who get extension do not face administrative hindrances, their transition is well-structured and there is a possibility for them to continue as a third-party vendor post completion of contractual assignment. It is important to note that these two transitions in particular are guided and looked over by the management. It's the management that in first place shortlists and offers

extensions to the retired employees. This again shows importance of networking and personal equations in the corporate world.

In the corporate sector a third category of involving the retire rehired was seen. This is the retired join as the Board members. These are important positions in the organization and the elderly are invited basis networking, their past record and influence they hold over government bodies and decision-makers in the government and/or the corporate world. The board members, like the high retired rehired office holders in the government sector are consulted on important matters and they participate in decision-making process. The employers are positive on such retired rehired personnel as they are hired either through them and that they have positive personal equations with them or they come through references. These retired rehired are consulted by virtue of their current positions are respected in the organization, are heard and are a part of decision-making process.

As far as developmental trainings are concerned, there are not too many opportunities except for those who are re-employed full-time. Further, their participation in developmental trainings, whether internal or external depend on departmental needs of full-time employees as trainings are arranged based on the number factor, i.e., how many full-time employees are required to undergo those trainings. There is no specific plan or vision for developmental trainings of the retired-rehired.

Thus, the hiring decision in private organizations lie with the Board or the Management. As was seen in the study, hiring decisions are driven basis factors similar to the government sector such as past performance, networking, references and personal equations with the management.

3.7 Conclusion

This chapter deals with assessment of the employers of the retired rehired employees. In total 14 selective employers from the three sectors, services, public and industry were interviewed to understand their perspective and to provide information on support of the elderly in second innings. In addition, some information about the assessment of this support by the employers was asked. Some commonalities came out of the responses of the employers and distinct patterns emerged in each sector.

Services

The private organizations don't have a defined policy for hiring the retired. They headhunt individuals retiring from influential government posts with strong networks and hire mid-performers through references.

Doctors: Post retirement hiring of doctors was seen in private hospitals, semi-private hospitals and private medical colleges. Extension in existing government job were not reported.

The top-end retired doctors continue with their high status in the second innings. They are hired through references or are head hunted because of their past lustrous careers, networks, ability to bring government contracts and attract patients. They enjoy management support, are

involved in administrative decisions, given scientific freedom, perform advisory roles and don't face personnel related challenges in new jobs. The mid-level performing doctors post retirement are hired through several reference routes. Seldom they apply for jobs. They are a part of department level decision-making and don't enjoy status as the top-end doctors. The employers in general have positive feedback on top-performing doctors and have mixed feedback on hiring mid-performing doctors. They are appreciative of doctors' skills, competence, experience and knowledge but critical of their inability to adapt to settings of the corporate world such as different work culture and patient base, time bound targets, revenue orientation and the resulting intergenerational conflicts. The employers in private medical colleges and charitable institutions, however, try providing them work flexibility, exposure to teaching, developmental trainings and freedom to implement initiatives so as to maintain their wellbeing. The employers prefer hiring retired doctors due to their past experience, lower hiring cost and stability.

Financial services: The retired financial services personnel in their second inning join Non-Banking Financial Company (NBFCs), CA firms in capacity of partners or as employees, Private Banks and Board Advisory positions in private companies. The hiring in second inning is through known references, old colleagues and in case of highly successful professionals through networks they created or they are headhunted.

The partners in CA firms in capacity of employers enjoy full autonomy and positive relations with partners and co-workers. The CA firms hire retired people as employees on contractual basis. Those taking up jobs in companies enjoy autonomy commensurate with their positions in the organization. The employers look upto them for their strong technical skills, professionalism, morals and stability in job. However, want their improvement in people handling skills, openness to new ideas and work demands. The employers are open to hiring the retired elderly due to high market demand of experienced finance personnel, lower hiring cost and stability. Those who are inducted as Board members enjoy high status in the second innings. They enjoy management support, are involved in administrative decisions, perform advisory roles and face little personnel related issues.

HR consultancies: Post retirement, the HR personnel are absorbed in HR consultancy firms, as advisors in private companies, as counsellors and teachers in professional institutes and some start their consultancies and training firms. The hiring in second inning is through references, old colleagues and in case of highly successful professionals through networks or they are headhunted.

The self-employed elderly are the employers at the consultancies and the decision makers. They are independent and organizational influencers. The HR professionals who are working as employees or consultants to companies in second innings have limited decision-making authority and depend on the management for approvals. The employers' feedback is largely positive due to their interpersonal and personnel handling skills that help minimize intergenerational conflicts and people related issues, thereby causing improved productivity. The employer critique came on their argumentative nature and inability to devote time as per organizations' expectations. The employers are open to hiring the retired elderly due to their experience, skills and stability.

Startups: The startups fall into two categories, those that are co-owned by the elderly and those that are owned by others, including the young generation. In the former the elderly are formally involved while in the latter, the engagement of the elderly could be formal or informal.

The self-employed elderly in the startups started business due to non-availability of jobs and pressures of working in the corporate sector. In the startups they are the decision makers, autonomous and follow participative management practices. They face challenges in new workplace such as the shift in role from being an employee to being a business owner and lack of governmental and venture capitalists' financial support. The young start up owners, however, refrain from hiring the elderly as it doesn't suit their business model and also causes intergenerational conflicts. The irony observed is, like the young entrepreneurs, the elderly startup owners prefer hiring young staff members as bottomline and business generation are their priorities.

NGOs: The self-employed elderly in the NGOs are the decision-makers and work with the aim of societal development. Being business owners meant expanded horizons and increased responsibilities. The NGOs hire elderly on honorary basis and at the Board level and as voluntary workers. The advisory or board members are influential individuals who are part of the decision-making body and who can help NGOs grow. The part-time are flexi-positions. The employers find the elderly productive, stable, high on morals and non-demanding. Hence, they would continue to hire the elderly. The NGOs struggle due to lack of financial support from the government, philanthropists and the private firms.

Armed forces: The retired armed forces personnel are hired in private hospitals as doctors and in private companies mostly as administrators and security incharge. Those retiring from influential posts in the armed forces are taken into advisory roles by virtue of their networks and the ability to bring government contracts. They are involved in administrative decisions, have autonomy but paradoxically face personnel related challenges in new jobs. The mid-level retired armed forces personnel are absorbed through references and in some cases through applying for jobs and they mostly end-up in administrative and security roles in private companies. The employers have mixed feedback on them. They are appreciated for administrative skills, endurance and honesty, and panned for being argumentative, conflicting and non-adjusting to new work culture and practices. The employers are open to hiring them due to lower hiring cost, honesty and ability to take up challenging assignments.

Public sector

The subject matter experts and the bureaucrats retiring from the public sector do their second inning as consultants or advisory board members to the government on part time or full-time basis. They held important positions in the past, have adequate exposure, good track record and a strong network they built during their tenure help them secure governmental positions post retirement. They are usually not on payroll but on retainer fee or consultation basis.

They are consulted on important matters and they participate in decision-making. The employers are positive about them and take decisions in consultation with them, including

formulating policy advice. Such personnel by virtue of their current positions enjoy high status, power and are respected and heard in the organization.

Within government organizations there is no defined process to hire retired government officials. Neither there exist formal structures for talent identification, competency mapping, having formal positions and hiring policies for the retired.

Industry

The Small and Medium sized enterprises (SMEs) too, don't have a defined policy for hiring the retired elderly. The hiring is seldom and random and based on references or acquaintanceship. Reasons such as Return on Investment (ROI) is important, hence hiring young staff on lower cost, the industrial milieu requiring physical endurance and exposure to various hardships and past failed records of the elderly on human aspects such as rigidity to learn and acceptance from the young co-workers and intergenerational conflicts refrain the employers from hiring retired persons.

The large-scale enterprises too, don't have a policy or laid down criterion for hiring retired elderly. The management gives few case-based extensions to select specialists, trusting them with special projects or letting them bring existing projects to closure. The extensions, however come with issues such as intergenerational conflicts with the young generation (however, the older and the middle generations work quite harmoniously), compromised aspirational dignity of older workers due to lack of financial, physical and social opportunity structures causing inequality, emotional dissatisfaction and demotivation of the contractual employees. Ironically, the granted extensions to the elderly create emotional or psychological positivity for about to be retiring workers, who see their past performance as an opportunity to getting an extension post retirement.

The inclusion of the elderly as Board members is based on their networks, past record and influence they hold over government bodies and decision-makers. The Board members by virtue of their strong positions are respected in the organization, consulted on important matters, participate in decision-making process and enjoy support of management.

The findings show that hiring decisions in the corporate world are influenced by factors such as past performance, networking, personal equations with the management and Return on Investment (ROI). This finds resonance with the factors identified in the public and industry sectors. More, the hiring of the retired personnel is more in the services sector, particularly in financial services, doctors, HR consultancies and armed forces.

Linking our findings with the **gerontological discussion in India** is disparate as the current discussion is mostly focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of generativity and wellbeing from work perspective and employers' perspective on elderly at workplace touched upon. For instance, a study examined the association between generativity and quality of life (QoL) that showed that

family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai et al., 2021).

Since our study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and employers' perspective on the elderly workers. This study contributes to form the base for further research in the Indian scenario on this subject.

Some specifics were recognised for India wrt employers' perspective on elderly workers.

This is the ground reality in India that the opportunities and the job market for the retired elderly is still in early developmental stage. As of now the hiring takes place based on networks, references, personal equations with the management and Return on Investment. As a result, meritocracy doesn't find place in the job market and also at workplace. This drawback makes the situation of the elderly from the middle class more vulnerable compared to their privileged counterparts. Comparing this aspect with the situation in the developed world, for instance America. Many companies prefer hiring young personnel, however there exists an Act, "Age Discrimination in Employment Act" that protects interests of existing elderly workers. Also, there exist employment exchanges and functional portals for people to apply for jobs.

Chapter 4

Elderly and Intergenerational Relationships at Workplace

4.1. Summary

The research study relies on **Generativity Theory by Erikson (1950) and by McAdams and de. St. Aubin (1992)** and deals with the objective to understand the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations.

In the research, qualitative data was collected with the help of indepth interviews based on the objectives and quantitative data was collected from the responses on Loyola Generativity Scale (LGS). Based on the Mean scores, the respondents under each subcategory were divided into two groups, namely high performers (those who scored equal to or above the Mean score on LGS) and low performers (those who scored below the Mean score on LGS). The scores were substantiated with the qualitative findings from indepth interviews and the scaled statements described. The interview responses and LGS scores threw light on commonalities among various groups of respondents, their distinct characteristics and at the sametime highlighted issues and challenges.

The results indicated that elderly feel responsible for the young generation and that generativity at work has several relationships. The high scoring elderly feel responsible for the young generation and they see ageing as an enrichment (attitude towards own ageing), an opportunity to contribute to betterment of work community (purpose in life), self-acceptance and be meaningfully engaged. The generative motive and action at the workplace make them satisfied, emotionally and cognitively motivated, and meaningfully involved. The warm and satisfying relationships help them feel emotionally motivated and increase their inner-satisfaction and inner-desire. Further, relationship was seen among generativity, motivation, wellbeing, job satisfaction and self-actualization which shows how generativity affects work output. However, the general concern of the elderly was degrading altruism and self-integrity of the young generation.

The low scoring respondents faced detriments at work in form of reduced autonomy, decision-making, stereotype, intergenerational conflicts, discriminatory policies and management practices that cause them demotivation, dissatisfaction and prevent them from utilising their professional and personal potentials.

Statistically, the results showed that average scores of low and high scoring respondents significantly differ in overall LGS score and its subcategories. Each subcategory is significantly associated with each other which shows that improvement in one category can lead to improvement in other category. But Job type doesn't have a significant effect on average LGS score.

4.2. Introduction

Generativity as defined by Erikson is the seventh of eight stages of Erik Erikson's theory of psychosocial development. Erikson (1950) introduced a grounded psychoanalytic notion of generativity and defined it as "*the concern in establishing and guiding the next generation*" (p.267). McAdams and de St. Aubin (1992) theory of generativity draws from Erikson (1963) and Kotre (1984) and describes generativity as an arrangement based on interaction of seven psychological features.

Generativity is driven by the concern and behaviour for the younger generation, focuses on developing and maintaining personal and professional intergenerational bonds and it has positive effect on psychological well-being of the elderly. At workplace, generativity is evident as the elderly with personal and professional strengths manage, guide, support, motivate, correct and control the young generation. The exchange of knowledge between the two generations i.e., learning from each other, complementing each other's strengths and the seamless communication channel cement the said concept and contribute to overall betterment of the organization. At personal level, the elderly involve themselves in altruistic activities for benefit of the society, especially the younger generations.

In our research we studied **generativity** and well-being. A survey was conducted involving retired rehired elderly, who took up second innings (jobs after retirement) and selective employers. The research sought to study the occupational and personal potential of older people who chose to work after retirement and how the opportunity structures, be it financial, social or physical support the elderly at the workplace along with the personal and professional capabilities. And are appropriate opportunity structures created so that the elderly can also find the opportunity to implement their cognitive, emotional and motivational potentials in intergenerational relationships.

This chapter deals with the objective to understand the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations.

4.3. Data and Methodology

In the research qualitative and quantitative data were collected separately. The qualitative data was collected with the help of interviews based on the objectives and the quantitative data was based on the responses collected through Ryff's Well-Being Scale (Satisfaction and Well-being) and Loyola Generativity Scale (Generativity).

The Mean score of the respondents was calculated on Loyola Generativity Score (LGS) and analysis done. Taking this Mean value, the respondents under each subcategory were divided into two groups, those who scored equal to or above the Mean score on LGS and those who scored below the Mean score on LGS. Those with scores equal to or above the overall Mean score are high performers and those with scores lower than the Mean score are low performers on this scale. The analysis is based on this categorization and will be dealt with accordingly i.e., first discussing the high performers across subgroups followed by the low scorers. Further, the

data was analyzed based on categories of respondents under the heads, Services, (comprising of Doctors, Armed Forces, Financial Services, HR Consultancies, Startups and NGOs), Government and Public sector, and the Industry.

A self-report scale of generative concern, the Loyola Generativity Scale (LGS) comprising of 20 items was used to analyze generativity among respondents. For each of the statements the respondent indicated how often the statement applies to him or her by marking either a "0," "1," "2," or "3".

Mark "0" if the statement never applies to you.

Mark "1" if the statement only occasionally or seldom applies to you.

Mark "2" if the statement applies to you fairly often.

Mark "3" if the statement applies to you very often or nearly always.

The 20 items are added up. In case of reverse coding, codes were reserved for maintaining with other items which is useful for analysis.

Generativity may be conceived in terms of 7 interrelated features: cultural demand, inner desire, generative concern, belief in the species, commitment, generative action, and personal narration. The Loyola Generativity Scale (LGS) Score Rating is out of 60. LGS scale gives measures of complex psychosocial construct which are reflected through features as mentioned above. Based on the adjustment of scores the respondents are analyzed for generativity. For each category, a high score indicates that the respondent has a mastery of that area in his or her life. Conversely, a low score shows that the respondent struggles to feel comfortable with that particular concept.

The Loyola Generativity Scale components are Passing on knowledge and skill particularly to the next generation; Making significant contribution to the betterment of one's community, neighbourhood and so on; Doing things that will be remembered for a long time; Will have a lasting impact and will leave an enduring legacy; Being productive and creative and Caring and taking responsibility for other people.

This chapter presents the analysis on Generativity of respondents. The findings from the Loyola Generativity Scale (LGS) and the interviews threw light on commonalities among various groups of respondents, their distinct characteristics and at the sametime highlighted issues and challenges.

Table 4.1: LGS scores of categories, Services, Public sector and Industry

Respondents		Passing on knowledge and skill particularly to the next generation	Making significant contribution to the betterment of one's community	Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy	Being productive and creative	Caring and taking responsibility for other people	Total	LGS Average
Doctors	Avg	10.25	9.30	13.45	4.25	7.80	45	2.26
	sd	1.77	2.30	3.28	1.55	2.50	8.90	0.44
Armed forces	Avg	9.20	8.30	12.80	4.50	8.80	44	2.19
	sd	1.23	1.57	2.10	0.97	1.62	4.57	0.23
Financial Services	Avg	9.50	8.40	13.40	4.90	6.30	43	2.14
	sd	1.96	2.17	2.67	1.10	2.79	7.98	0.40
HR Consultancies	Avg	10.33	8.67	13.89	4.22	8.00	45	2.26
	sd	1.84	1.83	2.69	0.95	3.06	8.16	0.41
Start-ups	Avg	9.80	9.10	13.50	4.70	9.50	47	2.34
	sd	1.75	1.79	2.32	1.16	1.08	5.33	0.26
NGOs	Avg	9.25	7.88	10.63	4.13	8.25	40	2.11
	sd	1.43	1.78	2.63	0.67	1.77	5.55	0.27
All services		9.87	8.83	13.26	4.59	8.14	45	2.24
	sd	1.75	1.98	2.79	1.16	2.53	7.64	0.38
Public sector*	avg	10.17	9.75	14.00	5.00	8.83	48	2.39
	Sd	2.12	2.45	3.59	1.41	2.69	9.93	0.50
Industry	Avg	11.00	9.00	16.00	6.00	8.00	50	2.50

Note: Sd could not be calculated for industry as there is only one respondent

4.4. Results from quantitative analysis

Table 4.2 shows average or mean scores and t statistics for the overall LGS and its sub-categories. The average score for the high performing (Group 1) and low performing (Group 2) are 2.54 and 1.91 respectively. The gap between the two groups is 0.63. In order to examine the statistical significance of this gap, t-test was conducted between the average scores of the two

groups. The t-statistics is 13.31 between the two groups. It is statistically significant within 1 percent level. This indicates the gap in the average or Mean LGS scores between the high scoring and low scoring respondents is statistically significant. The average scores in Passing Knowledge and skill particularly to the next generation are 2.73 and 1.95 for the two groups respectively with the corresponding gap of 0.77. The t- statistics is statistically significant in this case as well. The gap in the mean score is the highest for Being Productive and Creative and the lowest for Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy. The t-statistics is statistically significant for the LGS and for all its sub-categories. This indicates that the low and high performers differ significantly in terms of performance on LGS and its sub categories.

Table 4.2: Average score and t test by sub category, LGS

	Average score			t	Observation	
	Group 1	Group 2	diff		Group1	Group 2
Overall LGS scale	2.54	1.91	0.63	13.31*	46	37
Passing Knowledge and skill particularly to the next generation	2.73	1.95	0.77	13.77*	56	27
Making significant contribution to the betterment of one's community	2.57	1.70	0.87	13.19*	50	33
Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy	2.43	1.90	0.53	5.83*	50	33
Being Productive and Creative	2.75	1.73	1.02	14.16*	44	39
Caring and taking responsibility for other people	2.5	1.57	0.93	11.19*	43	40

Note: degree of freedom is 81 overall and for every category; * implies statistically significant at 1 per cent

The gap is statistically significant for every sub-category; the scores above and equal to the overall average LGS score are identified as high performers and those performing below the average Ryff's score are low performers.

In order to examine the association between different sub categories a correlation matrix between every pair of the sub categories is shown in Table 4.3. The magnitude of the correlation coefficient for the subcategory Passing Knowledge and skill particularly to the next generation ranges from 0.23 with Caring and taking responsibility for other people to 0.41 with Making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy. Thus, Passing Knowledge and skill particularly to the next generation is positively associated with each sub category and the magnitude is also statistically significant. The strength of this association is highest among those performing well in Making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will

have a lasting impact, and will leave an enduring legacy and it is lowest with Caring and taking responsibility for other people. This means that respondents with high performance in Passing Knowledge and skill particularly to the next generation, perform high on parameters, making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy. With the sub-category, Being Productive and Creative the strength of this association is relatively lower. The parameter or sub-category, making significant contribution to the betterment of one's community is positively related with other three subcategories. The strength of the association is highest with doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy and lowest with Being Productive and Creative. This indicates that respondents with high score in the sub-category, making significant contribution to the betterment of one's community is positively have a better chance to perform well on the parameter, doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy and relatively weak in Being Productive and Creative. The correlation between the sub-categories, making significant contribution to the betterment of one's community and caring and taking responsibility for other people is also positive and stronger than the correlation with the sub-category, being productive and creative. The parameter, doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy is positively associated with sub-categories, caring and taking responsibility and being productive and creative. The correlation is stronger with being productive and creative. The parameter being productive and creative is also positively associated with caring and taking responsibility for other people, though the correlation is weak. The parameter, caring and taking responsibility for other people is positively related to all other parameters or sub-categories. The strongest correlation is with Making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy and the weakest with Passing Knowledge and skill particularly to the next generation.

The correlation matrix shows the association of Making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy to be the strongest. The sub-category, Being Productive and Creative is the second most positively associated with Making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy. The weakest association is between Passing Knowledge and skill particularly to the next generation and caring and taking responsibility for other people.

Mid-level statistically significant correlations were seen between Passing Knowledge and skill particularly to the next generation and making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy. Similar, mid-level statistically significant correlation was seen between caring and taking responsibility for other people and making significant contribution to the betterment of one's community.

Table 4.3: Pearson Correlation matrix among categories, LGS

	a	B	c	d	e
Passing Knowledge and skill particularly to the next generation ^a	1				
Making significant contribution to the betterment of one's community ^b	0.41*	1			
Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy ^c	0.41*	0.76*	1		
Being Productive and Creative ^d	0.30*	0.36*	0.47*	1	
Caring and taking responsibility for other people ^e	0.23*	0.41*	0.38*	0.34*	1

Note: * implies statistically significant within 5%

The correlation is statistically significant for every pair; Note: a indicates Passing Knowledge and skill particularly to the next generation stands for, b indicates Making significant contribution to the betterment of one's community, c indicates Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy, d indicates Being Productive and Creative, e indicates Caring and taking responsibility for other people.

Table 4.4 shows the result of the Analysis of variance for the LGS scale with the category of the job sector. The **F-value** is very small for the job sector. The **P(>F)** column shows that the p-value of the F-statistic is also very high. Because the p-value of the independent variable, job, is not significant ($p > 0.05$), it is likely that job type does not have a significant effect on average LGS score.

Table 4.4: ANOVA for LGS Scale

Source	Partial SS	Df	F	Prob>F
Model	.781	7	0.75	0.6269
Job sector	.781	7	0.75	0.6269
Residual	11.1	75		
Total	11.88	82		

Adjusted R square: -0.0214; observation-83

4.5. Results from qualitative analysis

Passing on knowledge and skill particularly to the next generation

The scores of respondents in categories, Services, Public sector and industry ranged between 9.87 to 11.00 indicating good performance. The services sector comprises of six sub-categories

and the scores of high performing scorers on the parameter, 'Passing on knowledge and skill particularly to the next generation' ranged between 9.20 to 10.33 indicating good performance.

Explaining high scores, commonalities and differences among respondents through qualitative findings. The respondents across groups have commonalities such as they felt responsible for the future generations, promoting the young generation professionally and personally, guiding and correcting their mistakes, practicing open communication, employee development, promoting participative approach, build intergenerational solidarity and pass the young generation values and ethics.

The Mean Score for high scoring doctors on this parameter is 11.44 indicating very good performance. The responses reveal that respondents feel responsible to pass experiential knowledge to others, enjoy guiding the younger generation by imparting their skill and knowledge to them. They are held in high regard at their workplace as people often come to them for advice. Each respondent has their own way of passing on knowledge to the next generation. They felt responsible for the future generations and want to impart long years of knowledge and experience to others. One female respondent stated, *"My goal always has been to give convincing direction to the team members. I brought in the concept of team meetings with young teachers. In the meetings we appreciate positive things and that motivates the young teachers to a great extent."* She paid great attention to development of her team members and sends them for national and international conferences, workshops and trainings. *"I encourage them and entrust them with responsibilities and positions. For instance, making them Chairs in different committees. These initiatives bring in motivation and development of the employees."* They consider communication with younger generation is highly required. *They felt that good communication channel was a key factor in proper functioning of any organization.* The young generation should be encouraged to talk direct and communicate well. One respondent told; He shared a friendly bond with students and colleagues and stated *"I do not have any communication gap with my colleagues. I am elderly and the young take care of me. They follow what I say and they come to me often for personal and professional advice."* Fostering good relation with colleagues and patients is equally imperative. However, this interaction should be two sided. The elderly should also be ready to learn from younger generation. One respondent told, *"The younger generation is technologically advanced, oriented and well aware of changes taking place around the world. They are the best resources for Best Practice Sharing, learning on financial investments and changes in nursing procedures. I always listen and learn from them."* However, their concern is degrading altruism which adversely affects the young-old relation. All professions are becoming commercialized and there is lack of personal and humanitarian relation between young and the old. The respondents who were doctors specifically mentioned commercialization of doctor-patient relation as an important concern.

Likewise, the high scoring respondents from HR consultancies with Mean score 10.75 shared commonalities with the doctor respondents as described above. the thought that continuous upgradation of knowledge and skills should be a priority for any individual especially when one is advancing in age as time can bring various uncertainties in life that need to be dealt in a strong

and matured way. Supporting this viewpoint, the respondents are enrolled members in important professional networks, do adequate reading and attend programmes to keep themselves upto date. Further, they are of the opinion an individual can pass knowledge and skill to the next generation only if he is updated, is capable and has the ability to create and offer the right mix of past and present experiences to them. This aspect has to be balanced with maintaining self-integrity as it helps to generate trust and confidence in oneself. They further shared that developing intergenerational bonds helps build trust in each other and makes the transfer process easier and improved. The style of working, teaching and dressing are secondary and come later. It's important to generate and sustain credibility and reliability in life. These aspects apply to all forms of management.

The respondents feel the most important teachings the young generation must learn are the values i.e., respecting people regardless of their sexual orientation and other aspects where people are discriminated like class, cast, disability and gender differences. Communication with people, including the young generation is utmost important in order to combat community differences. Further, one must be fair and compassionate towards poor and the oppressed societies. People belonging to the lower strata of the society must not be made dependent, but rather their potential be respected and help develop their life and other entrepreneur skills. Also, whatever role one takes, they must do it with complete integrity and honesty. People must develop principles and value system to adopt non-violence and avoid confrontations at all times. Practicing this would help not only fight discriminatory practices, age-discrimination but also help develop compassion in the young generation and break the age and class stereotype. A respondent said, *“The younger generation must definitely love and trust people around them, and only these qualities will make them more responsible in life. Nowadays, the younger generation is becoming more cynical leading to low trust value among the people around them. This vacuum must be filled as much as possible to gain better understanding and friendship amongst all generations.”* Another respondent shared how he passes skill and knowledge when students and people younger to him come to him for general opinion such as whether they have joined a right firm or not and seek advice on their decisions. As a senior and their teacher, he feels it is important to empathize with them and share with them the pros and cons and guide them based on his knowledge. He added that he advises them to acquire specific skills, personal and technical they would need in future professional or personal environment and how it would help them grow in life and their organizations. He added, *“I always keep guiding my students to become trustworthy and honest in various endeavours of life as trust, character and confidence are really important to in all respects”*.

The high scoring respondents from financial services with Mean score 9.50 have some similarities in responses to HR consultancies. Both groups of respondents focus on self-knowledge upgradation, building professional excellence, open communication channel, guide young generation basis their knowledge and experience, build intergenerational relationships and pass them values and ethics.

They shared they believe through their work, relations with the employees and their initiatives they are contributing to the knowledge and skills of the employees. They believe there is a

difference between knowledge and wisdom and for the younger generation application of wisdom is more important as wisdom comes out of good experience. As of today, both the qualitative and quantitative experiences are much required. They advise the young generation get to the bottom, analyze, workout a plan with possible solutions and discuss with the respondents. Based on their experience, the respondents identify and discuss root causes to the problem and advise mid to long term solution to the problem. Simultaneously, the respondents pay attention to understand values which the youngsters follow, make them part of the solution thinking, cocreating and implementing. More, they steer them wherever they think they are going off track. And then co-create values they have a better belief in. The respondents shared another aspect they pass onto the young generation and they think it helps the young generation get involved in Meaningful work. They advise the young generation to take their responsibility very seriously and take their title very lightly because it's all in their mind and it doesn't really mean to others unless one has something substantial to contribute. Further, they tell them to learn to respect each other, show value to work and learn to present things professionally and as a team whenever necessary. The young generation should do their work with their honesty and must be passionate to their work as only then they will be able to enjoy both their life and work and it would give them a sense of Work-life balance and overall success in life. An interesting comment came from one of the respondents, who said, *"I advise them to step back and think of their favourite personality and identify what traits they would like to ingrain in themselves, how would they do it and how would it help them."* He added, *"I tried this several times and I observed results in form of positivity in my team members."*

In addition to these the respondents encourage imparting technical skills to their team members internally and externally. Externally, they are sent to the professional financial institutions for updates, new knowledge and best practices. Internally, the trainings are organized in house by the senior members.

The respondents from Startups with Mean score 10.67 explained their stance on this. Again, like HR consultancies and financial services they promote building professional excellence through a mix of theoretical knowledge and practical experience, build intergenerational relationship and also pass them morals, and ethics of life. Further, like respondents in financial services these respondents too, advise try achieve meaningful work and meaningful involvement at work.

They involve two step methodologies in passing knowledge and skill to the next generation. First, they teach them the theoretical concept and the reason for using certain theories. The next step involves learning it practically. The respondents understand the young generation comes with raw experience, so, they spend good proportion of time on giving them a feel of it. This builds confidence in them and they keep coming to the elderly with questions and doubts. The young start showing interest in work as they feel they are learning. The respondents also lay stress on the philosophy that professional education is necessary and that in today's competitive world the young don't stand anywhere with general degrees. Professionally qualified person stands more employability chances and can fit into multiple work environments. Further, a respondent shared in the interview that he advises the young generation to opt for

entrepreneurship instead of opting for service, have will power, be practical and have own interest in the field. He added that entrepreneurship has made him a better and a strong-willed person, this he wants to pass onto the next generation. Thus, the respondents are meaningfully involved.

One respondent shared some aspects of the young generation that need to be corrected so that the process of knowledge and skill transfer is not hampered. He shared the young generation is impatient and over ambitious. They want success in no time. They should understand there are no shortcuts to success and to be successful one has to have peace of mind and contentment.

Similarly, the findings from high scoring respondents in armed forces with Mean score 9.20 reflected sentiments of respondents from other groups such as promoting the young generation professionally, guiding and correcting their mistakes, open communication, employee development, participative approach, build intergenerational solidarity and pass them values and ethics. The respondents from the armed forces however pointed at two extra things i.e., promoting the Continual Improvement concept and interdisciplinarity at work. The respondents from the armed forces come with various personal and professional skills that are different from those of civilians and they think it is important to have the young generation imbibe those skills for their better future and wellbeing. The respondents narrated in the interviews they tried passing skill and knowledge to the younger generation wherever it was possible. They tried correcting mistakes of the younger generation basis their experience and felt responsible for putting up things professionally and constructively. One respondent shared how he developed the mechanism, 'Feed-forward', which is the procedure of substituting positive or negative feedback with futuristic solutions. In this mechanism the focus is on identifying and sharing positives over criticizing and it helps lift confidence and inculcate gratitude towards their organization. The respondents said that they try involving the younger generation in projects by allocating them responsibilities and making them participate in important meetings, discussions, analysis and report writing. They encourage the younger generation to come up with ideas and avoid practicing one-way communication as it is detrimental to the learning process. Another respondent talked about how he introduced the concept of getting 'Lean' i.e., standardizing work procedures, identifying non-performing activities and make work smarter and faster by removing those steps. This exercise is repeated at periodic intervals so as to achieve 'Continual Improvement'. The respondents explained how they introduced learning modules for the younger generation basis their experiences such as how to be perseverant, committed, have morals and ethics and have feeling of serving the nation and the society. Further, the respondents want the younger generation to comprehend various matters with a broader perspective and not underestimate their seniors and respect every person's potential. Seniors might not be very modern but they have by large greater experiences in life. Quoting a respondent, *"Experiences always counts better than full grown knowledge of any individual. Seniors might not be tech savvy but their practical knowledge and experience is definitely exponential and it creates a benchmark for generations to come and one must always regard them no matter what organizational position you hold."*

The high scoring respondents from the public sector with Mean score 11.00 have similarities to other groups such as they felt responsible for the future generations, promoting the young generation professionally and personally, guiding and correcting their mistakes, practicing open communication, employee development, promoting participative approach, build intergenerational solidarity and pass the young generation values and ethics.

They are driving complex and comparatively bigger projects involving team members with various skills and expertise. Such projects provide a good ground for both passing on knowledge and skill for the elderly and learning opportunities for the younger generation. The respondents in this group are endowed with high administrative and strategic skills, hence they take appropriate measures to identify talent in the group, classify them as per competency and make them learn so as to fill gaps in knowledge and skills of the younger team members, hence maximize their potential. They have a generative motive and feel it helps the team members learn and grow and helps maximize contribution to the organization. The respondents feel responsible and important to pass their knowledge, guide the young generation and impart them skills. The respondents also like to see themselves in role of a mentor. They are in general, supportive of young colleagues and help them learn and grow. They believe because people have different skills and potential it helps the organization to grow in different directions. At workplace the respondents are approached both by the senior and junior members for advice. On probing the respondents stressed on importance of personalized communication as the key because such things can't easily be achieved through formal systems. Some respondents had developed a system that has some advisory councils in which people can express their views and they are recorded and shared with others on regular basis for them to learn. In personal life the respondents do pass their knowledge and skills to the younger generation. Not only around the community, because they meet over people come to them, people come for discussion and sometimes people come for advice in personal life. In professional life some respondents preferred meeting over lunch or at times meeting post office hours to discuss some issues and others' issues. These discussions are with people, who trust the elderly and are close to them personally and/or professionally. Quoting a respondent, who said he has fostered professional relationships at the present and past organizations and across the globe because of his interest in academics. He is helpful to young faculty members and stated, *"Some of the things are done altruistically."*

In general, the respondents showed inclination to teach the younger generation and they considered it their duty. As a respondent narrated, he said, *"Yes, always and I would be very happy to teach and why I should not be? I do that often, not only in the organization but outside the organization as well. What I have learnt all my years is punctuality and to finish the work on time. This message I pass on to the next generation."*

The high scoring respondent from the industry with Mean score 11.00 has some similarities to other groups such as correcting the young generation on their mistakes, teaching them morals, values and ethics and inculcating professional motivation.

The respondent wants to pass his knowledge and skills to the next generation. He pointed that the youth today are directionless. All they learn from their educational institutes is to think

about money. Hence it becomes the responsibility of the elderly to help create their interest in job and that they work hard to achieve their goals. He advises them to be inquisitive, confident and ask questions. On personal level he advises them on their responsibility to pay back to the society, be humane and not to go after wrong means.

The low scoring respondents across groups had Mean scores ranging between 8 to 9.27 indicating low to average performance. The respondents shared commonalities such as lack of morals, values, openness and professionalism in the young generation, their degrading altruism and the disbalance between self-economic and social/societal development, hence resulting intergenerational conflicts, generativity mismatch. Organizationally, there is lack of opportunity structures, including curbed autonomy and non-conducive policies for the retired rehired.

The respondents from the armed forces with Mean score 8.25 reported of mixed results for their efforts. Rather the results tilted more towards non-compliance by the younger generation leading to dissatisfaction of the respondents. This explains Intergenerational conflict. Different respondents shared their experiences. Starting with general feedback, the respondents found the younger generation lacking discipline, lacking focus and morals. They felt the younger generation should focus on how to plug the gaps and not do back biting or politics in the organization. Other identified drawbacks were dearth of punctuality, sincerity, transparency and seriousness about the job and its management. Several respondents reported the younger generation is excessively money-minded and indulge in unfair practices. Because of the greed for quick-money they try circumvent important aspects of doing fair work, practicing open communication and team work. The respondents also highlighted an organizational drawback. When it comes to trainings, the training pattern and skills imparting methodology remain more or less the same except when a new technology or a new concept comes in it is incorporated and disseminated to the team members. This causes the team members to have reduced interest in learning new things. Learning is a continuous cycle and it is highly time variable. Unless meticulously planned and looked into carefully by the management, it can lead to negative results such stagnated team members' development and morale.

An interesting insight came from a respondent, who said they should try being multiskilled and not run after government jobs and try changing the work culture. Though the respondents did not see much change in skills and knowledge of the young generation, they, however with their self-imbedded 'Not to give up attitude' and strong psychological makeup continue with their efforts. This zeal accounts for high scores despite moderate visible results.

The respondents from HR consultancies with Mean score 9.0 shared they find the young generation rather difficult to handle as they think they know more than the elderly. They find our knowledge and skill outdated and tend to ignore from time to time. The generativity-mismatch is affecting Health and Wellbeing of the respondents. The respondents understand the advantages of age-heterogeneity in the workforce but feel the solutions such as task segregation and workforce benefit structure should come from the top management. As a respondent shared, they should realize each one is endowed with some specialty that needs to be identified, appreciated and not be stereotyped. They should be enthusiastic about new

learnings from others, be wise and careful. Life is difficult and it is about light and dark. One can increase the light but can't take away the dark completely. The other respondent shared a new aspect about barriers to passing knowledge and skill to the young generation. She said, *"The profile of the Indian students is quite different from the west. The students in the west are thinkers, are inquisitive and they can ask their teachers anything. Culturally they are candid and lead open discussions with their teachers. This is in contrast to the Indian students who are trained for a one-way download from the teachers. They carry the same attitude when they join the workforce."*

The respondents added that they were able to contribute in their previous organizations where they were able to pool in their learning and passed it onto those associated with them. They made democratic decisions collaboratively and that benefitted the organization. The respondents added they were rather facilitators than the sole contributors in the previous role. However, the new organization lacks these opportunities.

The doctor respondents with Mean score 9.27 concern is degrading altruism which adversely affects the young-old relation. All professions are becoming commercialized and there is lack of personal and humanitarian relation between young and the old. They specifically mentioned commercialization of relationships as an important concern for them.

The low scoring respondents in financial services with Mean score 8.40 reported barriers to passing knowledge and skill to the next generation. They said they are always ready to pass on the knowledge and teach the younger generation the required skills as they must learn to properly speak to their seniors, their customers and other management staff. They feel responsible whatever they learned from their seniors in their career, they make sure to pass the baton of knowledge and discipline to their juniors or else a person becomes stagnant in life. Quoting a respondent, he said, *"My juniors who joined other companies still call me and appreciate my efforts and the learnings I gave them while working under my expertise and guidance. But nowadays the young generation has grown different from what it was 10 years ago."*

The respondents in general feel the responsibility to develop the younger generation as the work area is specific and unless one has people growing into their work it wouldn't strengthen their career and growth. But they find the new generation lacking focus other than money making and being insensitive to things. As a respondent said he found the young generation impudent, over ambitious, without morals and respect for seniors. They are argumentative and he had fired several employees in the past. He stressed the young generation should work to learn and not teach and pass time. This statement points at Intergenerational conflict and Age stereotyping the young generation. On probing with two young generation employees, it occurred that they feel intimidated by the seniors and want a free work environment as opposed to a traditional one at their current workplaces. More, they want some work-life balance and concentrate on their health and mental satisfaction.

The low performers from the public sector with Mean score 8.75 have commonalities with other groups as described earlier. They believe in passing knowledge and skills to the next generation

and they do take opportunities to do the same. However, some barriers in form of past experiences, their slightly different mental make-up from other respondents in this group and them getting lesser administrative freedom and operational opportunities lead them to feel otherwise. These respondents feel they are not listened to by the organization when it comes to decision making and that they don't have full control over the work and conditions, and they find their colleagues unsympathetic. This leads to communication gap with the team members, who are driven by their emotional, financial and social motives. And their motives are different from the ones of the older workers. One respondent shared that he finds the young generation unstable, drifting from ethics and morals and finds them money oriented. He wants them to be committed to work, improve their knowledge and work for social development. He added they need to be guided properly. The other respondent hinted at similar issues and additionally highlighted the young generation should be well read and the knowledge gained should be used for benefit of the society. These findings resonate with observations by other groups of respondents, who too think the younger generation needs to balance between self- economic and social/societal development and they should think about the society. One respondent mentioned that he did not get what he deserved in life, indicating some personal issues as well. On probing further by interviewing younger colleagues it gave two reasons for this finding. The Intergenerational conflict was happening with already limited job opportunities for the youth and the reemployment of the elderly, to the extent that they were getting government pension benefits. This was causing unrest in the younger colleagues. Another finding was generativity mismatch i.e., the younger workers found experience and abilities of older generations limited and failed to offer new knowledge to younger generation. The younger generation considered the elderly to be set in their own ways and unwilling to learn new things and resist to change. And with such barriers the older workers felt stressed and considered it to be hampering their confidence and motivation to fully utilize their potential.

Making significant contribution to the betterment of one's community

The scores across services, public sector and industry ranged between 8.83 to 9.82 indicating good performance.

On 'Making significant contribution to the betterment of one's community' parameter the scores of high performing respondents ranged between 9.00 to 11.33 indicating good performance. Explaining high scores, commonalities and differences among respondents through qualitative findings. The respondents across all groups focus on achieving professional excellence, driving organizational improvement, developing team members and co-workers through initiatives and having cordial relations, to serve the society and practicing self-actualization.

The respondents in HR consultancies with Mean score 9.63 too resonated the reasons described above. They feel their participation in the organization created positive impact and brought about positive changes. Starting with the respondents who started consultancies, they shared they were fortunate having studied at the best institutions and work for India and other Multinational Corporations later on. Their main focus to start this consultancy was to pass on the knowledge they have gained and further create usefulness for other organizations. This way they would keep themselves engaged and also give to the society as much as possible. They

shared that many clients the respondents' companies have are associated with them and are satisfied with their work procedures. For example, the respondents' company brought about a positive cultural change in a British Organization taken over by a German Company. The entire project was on restructuring in terms of manpower planning, organizational needs along with finalizing the head of the three units that were being created. More, they created specific procedures for enhancing overall productivity of the companies they were consulting for through developing customized workshops and training programs for the workforce and the SOPs.

For respondents in general, satisfaction of doing things has always been far more important than anything else when it comes to work. They shared they are always appreciated as principled persons colleagues in the previous organization always appreciated him as a very principled persons who are ready to take up new challenges. They feel they have distinct approaches for different situations and take appropriate actions to materialize solutions. As a respondent shared, *"When I was working with an auto industry, the procedures that we implemented became a benchmark for various regions across India and even other countries started implementing the same."* Discussing more traits of this group of respondents, they shared their thinking in life has always been very different and that is the main reason they have spent time usefully, meaningfully in various important capacities in their previous organizations. They enjoyed high trust equations with colleagues, other departments and customers and as a result they faced disapprovals from the unions or political pressures seldom. This resulted smooth functioning of the organizations they were associated with. They carry this philosophy to their new workplace as well and try making it a meaningful workplace. Other HR skills such as Recruitment and Selection and Succession Planning are forte of this group of respondents and they shared that they have been able to implement it successfully in their current respective organizations, though nothing novel has been achieved other than smooth functioning of the organization.

The high scoring respondents in financial services with Mean score 10.00 have many similarities to the respondents from HR consultancies. They worked at high positions in their jobs and the current innings give them stature they enjoy. They said they are satisfied with their performances and roles that have been assigned to them and they are quite satisfied with work they are doing. They believe they have contributed professionally for betterment of workplace and organization's profitability and post retirement they have started contributing to society's welfare. The respondents shared the roles they were supposed to perform in the current organizations were discussed with them before joining and that gave them autonomy and self-determination to think and implement initiatives. Their organizations find their work satisfactory and have given them more responsibilities with passage of time. The respondents shared they created positive impact and brought about several changes. The way they framed initiatives and revived non-performing units was highly acknowledged and appreciated across the organization. Their shared ideas and knowledge with practical inputs are valued and adopted on ground. The respondents believe generating good awareness level and good personnel relations mean half the work is done. They believe such things will have their own impact and implications and they can be passed on with ease and influence others. The impact could be

measured through reflection in one's personal behavior. This also indicates how much importance they give to communication. A respondent elaborated an example of how his contribution to the society made a difference. A respondent shared an example of him bringing about a positive change. He said, *"I restructured the Corporate Social Responsibility (CSR) objectives and areas the money should be spent. The result of restructuring helped solve community problems. This was highly appreciated."*

The respondents' contribution is not only felt but is recognized by the organizations. Their main objective is, if a particular board or a company or an individual approaches them for help then they have to make a difference and they take it as a challenge that they should be able to make a difference. Having a great strategy is only 20% of the work done but implementation is very important. For them the financial remuneration is not so important, however if the money comes, they feel they are being paid for their services. Sharing a stance where a respondent helped not only change but build a completely new set. He shared, *"A Startup I was invited to get involved in had several issues such as lack of technical expertise, limited funds at disposal and lack of risk and control framework which are necessary for growing big. The risk and control framework I built turned the fortune of the company and it reported profit in the very first year."*

Discussing more qualities of the respondents, they are customer centric and said they always approach customers in a calm and commercial manner rather than being aggressive and in return their customers extend them required support with tasks such as documentation and timely submissions. The customers and their organizations alike understand their competencies, ability to understand things in-depth, motivate people and make them understand things in a better and clear way. To attain this they generate ideas, design plans and implement in a planned method. This way their contribution to their organizations is noteworthy and hence the respondents feel good, emotionally motivated and meaningfully involved.

The high scoring respondents in startups with Mean score 10.17 too shared some commonalities with respondents from HR consultancies and financial services. Their focus too was on professional excellence, productivity improvement, developing a heterogeneous team of personnel with varied skills and ages.

They feel happy that their participation helped contribute positively to the organization and helped in its improvement. The respondents shared that setting up a new company comes with frustrations and challenges but the very presence of the elderly brings confidence in the customers due to their past record, credibility and experience. Also, the partners make them feel so important that they feel motivated to contribute more and this increases their inner-satisfaction and the inner-desire. As a respondent shared that he was able to bring about some changes in the organization in the last 2 years. When they started with mock meat, they realized certain characteristics from Indian perspective and made a policy that the product should have high protein content in it. Through scientific expertise of the elderly a product with high protein content was developed. He said, *"The product, Whey Protein is a new concept that I had in my mind for years. It not only helps increase nutritional value but also will help the producers financially. As Whey protein is a byproduct that was previously thrown or discarded. Now that*

it will have commercial value and at the sametime provide good nutrition to the consumers. I think this will bring about a positive impact.” The respondent further shared that when he started the start-up, it excited him to create a protein. Now he is trying looking at how to extract proteins from the base materials. He however cautioned due to unfavourable financing prospects the production process stands delayed.

Another respondent shared how his experience and knowledge brought about internationalization of the startup. He shared from the very beginning he had proposed to look at the developed western markets for the product the startup provides. From his experience he could forecast the success would come from internationalization and focusing only on the Indian market would not reap desired results. The respondent was well versed with the Canadian market and the other two partners with the Indian market. Their coming together created a combination of expertise from different geographical locations and the strategy worked. The partners listened to his advice/idea and it worked. The startup went into profit from end of second year of operation. This is something unusual for a startup as most startups go into profit making post three years of operation. Further, the same respondent shared a unique point about his contribution to the organization. He said it was his idea of involving a young CA as a partner in the firm. The respondent could foresee that bringing in heterogeneity would have a positive impact on operations and also bring in more creativity. He managed to convince and bring on board the CA, who was at that time working for a Fortune 100 company. This out-of-box initiative of the respondent not only brought profitability but also brought the respondents accolades internally and from people outside. When people asked him how he managed to rope in the young CA, they made him feel important, meaningfully involved and have self-actualization.

The Mean Score for high scoring doctors on this parameter is 11.33 indicating very good performance. The responses reflected similarities in sentiments of respondents from other groups such as undivided focus on achieving professional excellence, organizational improvement, developing team members and co-workers through initiatives and having cordial relations, and to serve the society.

The generativity refers to making significant contribution to the betterment of one's community, neighbourhood. It indicates that the respondent feels it's his/her responsibility to improve the community in which they live. The respondents wanted to make significant contribution to the organization and the society through their work. One respondent narrated development of team members is most pertinent. They promoted their younger colleagues in their professional career and cooperated for developing a healthy relation. In order to achieve betterment of the community, they felt their responsibility to improve the organization and tried introducing initiatives for improvement. The respondents successfully identified the problem in the organization they were engaged in and strived to improve thereupon. One of the respondents, who is teacher in a hospital said, *“The Post Graduate teaching level has gone down over the years and the management is not taking cognizance despite I have raised my opinion several times.”* However, to achieve this end the elderly should also work hard to fulfill the need of younger generation because hiring an experienced staff can fulfill the need of colleagues and

clients. One respondent who happens to be a teacher said, *“The students want experience-based learning that only experienced teachers can provide. Also, the experienced persons can handle difficult subjects and larger group of students with ease. This will be a win-win situation.”* Secondly, for employees a system should be developed where *“system of recognizing and paying everyone alike would exist.”*

The high scoring respondents from armed forces with Mean score 9.00 had two similarities with other groups of respondents. They focus on professional excellence, organizational improvement through various initiatives such as employee development and introducing novel initiatives for learning and disseminating.

They shared how they tried improving the organization by taking initiatives, which in turn had some positive effects on co-workers, including the young generation. The respondents took initiatives realizing the need. Making contributions required efforts, wisdom, experience, knowledge and them to have Self-Actualization. Several respondents shared their contributions with pride explaining reasons behind them and the outcomes. The respondents explained the models of contribution. They imparted knowledge and skills to co-workers that were needed for them to not only perform well in their jobs but also contribute to the organization and the society. Quoting a respondent who said, *“I made them part of the projects from the beginning. I included some basic trainings in the project that every team member had to go through and in the trainings, there was a module on sensitization on the needs of others. I deliberately put the participants practice what they learnt on paper through filed works. Though the idea was a little off-track but I it had some results.”* Another respondent added that he ever since he took up the new assignment the team is doing well. He sends work related photos to groups and guides them with description. This leads to a cascading effect. His efforts are appreciated and he is approached for guidance. He said, *“It feels the knowledge sharing has created a positive impact and it is a good way to contribute, develop knowledge and explain issues.”* Another thought behind this was to help co-workers identify hindrances to work, deliberate and find possible solutions. Finding solutions could be knowledge based, through best practices, past experience or doing some exploration or research. Identifying problems and mitigating risks leads to resolution to the identified problem(s).

The respondents retired from the armed forces are highly experienced, committed to work, selfless and put in efforts to improve the organization for benefit of everyone. One respondent shared his contribution, he said, *“Through my efforts this organization is now a partner of Delhi government to teach and prepare the underprivileged children for the armed forces entrance exam. I was able to interact with senior bureaucrats while as Lt. General and the contacts developed at that time helped reach the decision makers with not much difficulty. Otherwise, it would have been almost impossible to work this arrangement out. It’s a win-win situation as the organization will get mileage and some needed funds.”* The respondent shared more thoughts on this. He said he is of the opinion that knowledge contributes to advancement in ways that it leads to economic and societal development, research and development and overall human growth, including inner growth. A knowledgeable society is endowed with various tools and techniques to identify the right options and develop in the direction that benefits all. It has

maturity, improved communication channels, clarity, information dissemination and meaningful involvement among different generations. A respondent shared how through the combination of knowledge and meaningful involvement he *brought about business transformation that impacted lives. He said, "We are a determined and focused organization that practices team work. I realized the futuristic 'need of the market, consulted my colleagues and defined a 'Goal chart'. Everyone was taken on board and given importance. The result was positive."*

The respondents are convinced with their contributions to the organisation towards improving the standards of the organization. With improvisations their organizations got competitive and minimized wastage of resources compared to competitors to increase productivity. As one respondent said, *"Our main aim was not to focus on money making, rather developing compassion towards society and thinking about their wellbeing before anything."*

The respondents from the armed forces, however had some different characteristics too. Despite odds at the workplace and limited opportunity structures, they continued their efforts to contribute to the organization and the work community by trying combining efforts in passing knowledge and skill to the co-workers.

The respondents from the NGOs had nothing to share as for them it was business as usual.

The high scoring respondents from the public sector with Mean score 11.43 have commonalities with respondents from other groups. They too focus on achieving professional excellence, driving organizational improvement and work culture, developing team members and co-workers through initiatives and have cordial relations, practice self-actualization and develop a heterogenous team of personnel of varied skills and ages. In addition to these, the respondents from the public sector put special thrust on soft HR skills such as team motivation, appreciation, best practice sharing, providing professional exposure to team members and promoted interdisciplinarity.

These respondents feel they made significant contributions to the organization and their contributions will exist in the time to come. Their contributions are recognized by the society. Being decision makers, the respondents feel accountable for improving the work environment, the work culture and that they should contribute to betterment of colleagues. The respondents' motive behind doing this is work excellence. They achieve this deploying various strategies. Respondents opined job security was a good way to give opportunity to talented people and it was a good idea to promote performers as promotions result in increased motivation and job performance. Motivated staff can bring a whole new change within the organization. This can be substantiated from the interview where a respondent said as a director, he made many important decisions. When he joined his new workplace, he made the adhoc staff permanent basis their performance. And that resulted in an overall upbeat mood in the organization. The respondents further believe in the strategy that 'Appreciation' is another key to organizational success. Appreciating staff members through appraisals and communicating success stories of the performers with others boosts morale of the employees. Other ways to appreciate and

motivate the staff members is to involve them in key projects, assign them important roles and take collective decisions.

The respondents shared their views that very few institutions in the country see their development in the development of their employees specifically. And many such institutions don't have mid-career training in the institutes. This is detrimental for career growth and development mid-age onwards and its negative effect could be seen in the elderly population i.e., those above 55 years or so. In order to counter this problem in some way or the other some respondents started sending both the senior and the junior level personnel on local trainings depending on their competency needs. They believe the young people if they are good, they should be absorbed within the system, and their skills should be enhanced. It is a gain for the institution. The respondents want various government organizations to follow such practices.

Since most respondents have international exposure, they tried bringing in different kind of academic and research culture to their new organizations. It was also because of their connections world over they have been able to get experts from many different countries to visit their organizations. The respondents also promoted interdisciplinarity. They believe by limiting yourself to one goal or one function doesn't necessarily mean that you are going to do much better at it. This helped develop new initiatives and make unique contributions to the workplace and the workforce.

The high scoring respondent from the industry with Mean score 9.00 has some similarities to other groups such as focus on achieving professional excellence, driving organizational improvement and practicing self-actualization.

The respondent said his participation in the organisation created positive impact and brought about several changes. He shared his thoughts and quoted an example to support his statement. He said *"I like trying new things and taking up challenges. The semi-government organisation I worked for was based on 'Stereotyped working style. When I say stereotype, I mean using the same old technologies and methodologies. And one has to work without questioning as the protocols are quite stringent. However, in the current organisation we work with the consultants and implement technological changes for better efficiency, productivity and cost effectiveness. For example, on my recommendation the current organisation diversified into 'Clean River Water Project Technology' and I created strategic partnerships with third party vendors so as to qualify to work and execute projects. And it worked very well. We got sort of the 'First Mover Advantage'."*

The low scoring respondents had Mean scores ranging between 6.50 and 7.83. They too had some commonalities and some differences. The respondents from financial services, doctors armed forces, NGOs and startups shared some commonalities.

The low scoring respondents in HR consultancies with Mean score 6.50 shared only positive responses as is evident from findings below. This is even though they scored low on this parameter.

These are respondents who other than consultation undertook part-time teaching shared they keep themselves updated through various means and contribute through being innovative, contributing to the knowledge and development of students. They impart their students knowledge by making them aware of theoretical and practical knowledge and helping them apply it at professional front. As a respondent shared how he brought about a change by correlating the academics and practical knowledge that a student should be learning. He said he was successful in bringing a manufacturing unit into the classroom thereby helping his students link theory to practical application at work. As these respondents have prior exposure to working in an industry, they have strong networks and keep reconnecting to them through organizing student field visits, in which they take students for industrial visits and try putting them in internships there. This initiative improved student subject understanding, knowledge building and performance to a greater extent. The respondents' contribution was recognized and appreciated by the managements of the institutes and the industry as it led to a win-win situation. The students performed well in academics while the industry got the choice of selecting future employees. The respondents felt emotionally motivated, productive and meaningfully involved. The respondents, who undertook social service in addition to professional work shared their contributions. They set up initiatives such as 'Self-Help Groups', 'Intergenerational-dialogues' and various welfare steps for their localities. These initiatives helped improve conditions and had an impact on the community they live in.

The low scoring respondents from financial service with Mean score 7.0 shared issues such as lack of management support, lack of Age-friendly environment, unequal treatment, pressures of corporate world and organizational bureaucracy as hindrances to their performance and contributing to the organization.

They shared various facets they find problematic because of which they couldn't contribute to betterment of work place or community. One respondent shared as far as the company policies and their appropriate usage is concerned, the respondent can only give his suggestions but the change and other use regarding the same, totally depends on the higher authorities. For example, he wanted to increase lunch coupons for the workers from Rs. 250/- to Rs. 500/- per month as he thought it would lift employee morale and generate long-term goodwill toward the organization. But it took him a year before the initiative could clear organization's bureaucratic procedures and get implemented in a modified format. Though the respondent had more ideas for implementation but he couldn't take them forward due to slow 'Turn-Around-Time', prioritization issues with the management and lack of Age-friendly environment. The respondent works in a private bank and feels stretched out. He finds rules of the private world are quite different from the public world, where he worked before retirement. The new workplace doesn't offer an Age-friendly culture. Neither it offers Work-life balance as it has flawed policies such as long working hours and unbearable sales pressure on its employees. The other respondent too shared how he couldn't contribute much due to various circumstances. He told his firm was dissolved out of internal differences with his partners. Later he founded another firm but it didn't work either. Now he works with a small team of two full-time and one part-time employees. In order to survive they play safe and take up only small to medium sized assignments from small to medium sized clients. The respondent feels unhappy that his

firm is authoritarian in nature and doesn't have room for initiatives due to its size and bottomline. All they can do is straight work leaving no time for other things such as initiatives.

The low scoring doctor respondents with Mean score 7.63 shared their issues. Some similarities to the group, financial services were seen such as unequal treatment compared to young employees, non-conducive HR practices and company policies wrt the retired rehired and pressures of corporate world.

They had to comprise with their professionalism to achieve this aspect of the generativity. They felt unequal treatment between young and old in terms of hiring, payment and very often in recognition despite their vast experience. But they accept it to be a natural phenomenon because of their satisfactory past. This also shows they are doing Adaptive preference.

The low scoring respondents in armed forces with Mean score 7.0 had similar issues such as lack of opportunity structures, non-conducive HR and organizational policies, lack of Age-friendly environment and unequal treatment. In addition to these they were tied up with limited roles in administration and security (as against their qualifications and past experience) and lack of support from colleagues.

The respondents shared they did not get right opportunities in the organization to prove their mettle. They faced barriers to contribution in form of workplace related challenges, limited roles and responsibilities and avenues to contribute. They were rather kept tied up doing administrative and security roles, and menial jobs. These respondents neither got opportunity structures nor they got support of their colleagues. Their colleagues maintained distance from them and communicated only when it was needed. They said there were stances of intergenerational conflicts at various times. These respondents had a belief in building trust over a period of time and working in harmony with colleagues. They tried building personal rapport and help them, but it did not work out as per their expectations. These respondents shared how they feel dissatisfied by current working conditions and how their inner-desire and emotional wellbeing were hit. These respondents also reported of lack of management support to their wellbeing, curbed autonomy and they feel stressed. One respondent said, *"Our jobs might look glamorous from outside but in reality, it's dirty from inside."*

The respondents from startups with Mean score 6.50 reported of financial crunch and lack of funding opportunities and government support as the reasons for dissatisfaction and them being unable to contribute to the betterment of the organization.

Ironically, the low scoring NGO respondents have a Mean score of 7.83. But they had nothing to share qualitatively except financial crunch and lack of funding opportunities and government support as the reasons for dissatisfaction. This finding is similar to Startups.

The low scoring respondents from the public sector with Mean score 7.0 shared common issues such as lack of management support, lack of Age-friendly environment, lack of opportunity structures, non-conducive HR and organizational policies.

These respondents feel responsible to improve their organizations and try put in efforts. However, these respondents feel that neither they made some significant contributions to others nor will their contributions be remembered in time to come. The respondents don't believe in volunteering for charity either. They shared their efforts were negated due to factors such as poor reception from colleagues and/or administration. They felt disappointed that the organization didn't value their efforts. Nor the colleagues or the administration understood kind of reception such efforts deserve. For instance, a respondent got a Nobel Laureate visit his institute but the reception the initiative received was below expectations. Quoting the respondent, who said, *"I can bring in a greater number of such talented people may be once a week because of my attained position in life, although it's not my job. We got one noble laureate visit but forget about another."* Another respondent hinted at ambitions/aspirations of the retired employees but there is not much room to make them a reality. He said the retired are not involved in anything but consultancy and adjustments. Those who are of use to the organization are hired and there is unnecessary tension for the employees. But I consider myself lucky as I got two of my preferences in my current job. There are many people who don't get any. This is Adaptive preference. He added, *"Well, it's very difficult for me to say but still yes, because the things in the organization didn't change much from the time of my joining till now. So, I would say some things were kept for good."*

Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy

The scores across services, public sector and industry ranged between 13.26 to 16.00 indicating very good performance.

On 'Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy' parameter the scores of high performing respondents ranged between 13.50 to 16.44 indicating good to very good performance. Explaining high scores, commonalities and differences among respondents through qualitative findings. The respondents in doctors, HR consultancies, armed forces and financial services had commonalities, while the respondents in startups, financial services, armed forces and NGOs had some commonalities as well. The respondents from financial services and the armed forces fell into both groups as explained below.

For the high scoring doctor respondents with Mean score 16.44 the most important form of satisfaction is in terms of proactive contribution to the organization. It indicates that the respondents feel their actions have made a difference to many people, have made and created things that have had an impact on other people, will be remembered even after death and have made unique contribution in society. The respondents agreed to have a feeling similar to this aspect. Conceptualizing the idea of introducing a new concept, convincing the stakeholders and receivers i.e., patients and making the idea run through strategic implementations made their contributions qualify for this parameter. These respondents are leaders who showed by doing things on their own and set example for others to follow. The contribution made by these experienced elders is visible from the following narratives. As a respondent shared, *"Various departments already existed but the psychiatric department was formed by my strenuous efforts."*

Initially I started services like OPD, indoor services and admitting patients, organizing camps, visiting schools etc, I conducted programs creating awareness regarding the psychiatric testing facilities at the institute and awareness about various benefits of mental health programs. All this led to increase in flow of patients to 50-60 per day.” Similar response came from another respondent who started a new Nursing department independently starting from vision, mission, setting up of course, curriculum etc. with help from fellow employees as well. The respondent worked for the welfare of students and colleagues alike and encouraged them by giving them position of Chairs in different committees, sending them to national and international conferences and workshops etc. This way they got lot of exposure and they remember the respondent with gratitude as in the past no one undertook such an initiative in the organization, rather in the work community. Further, the respondent not only imparted knowledge and skill but also used professional contacts and networks to get them funds and projects. Academically, the respondent encouraged others to publish articles in various journals. Another respondent also shared a similar contribution. The respondent is a brand name in his subject and knew his position had power so did some major changes in the organization for the welfare of the employees and overall development of the organization. He was the first principal of the medical college so started everything from scratch like building up of infrastructure, designing curriculum and syllabus etc.

Developing intergenerational ties is another important way respondents believed in having a lasting impact. They cared a lot for their younger colleagues and students. One of the respondents shared his remarkable contribution towards making a difference in the career of one of his students. He supported the student in improving presentations deploying novel IT techniques and doing this made the student start taking interest in medicine. At the end the student ended being a topper. The student was still in touch with him and held him in great regard.

The high scoring respondents in HR consultancies have the Mean score 15.25. Like doctor respondents they are thorough professionals, generative and undertook some pathbreaking initiatives in the organizations they work for. Three respondents shared instances they believe will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy. As a respondent said that he worked at a very senior position as HR Head Global, was also a part of the Group Human Resources along with being Director of a Management centre in an international firm. During his stint he co-authored a book on coaching that later on became one of the best sellers at Amazon. The practices from the book were implemented across various organizations in the country and in several other countries. He got wide recognition and is quoted and approached till date for his contribution. This has made him satisfied and he feels good about his contribution. Another respondent shared about his contribution. He said he utilized his knowledge of systems to create policies, Standard Operating Procedures (SOPs), manuals and practices and as a result he led his organization becoming the world’s first company to get the People Capability Maturity Model (PCMM) with Level 4 rating. The Level 4 rating is considered to be the highest grade. His effort was internationally recognized and he won the coveted “American Society for training and development award” fifth time in a row. This feat was not easy to achieve and his contribution in the two areas, Developing Systems

and Processes and Building up the Human Angle (Human Development) stand till today as a Benchmark and an embraced Best Practice. The third respondent, who is working in an organization post retirement shared how the change he introduced brought about considerable transformation in the history of the organization that it was identified as a long-term settlement without agitation on the introduced software-based system and proposed procedures. All these steps not only created positive impacts on the company such as recognition, impetus to innovation, improved productivity and increased respondents' confidence, motivation, inner-desire, health and wellbeing. Through their lateral thinking they were able to set examples for others to follow, customize or replicate. More, they became an inspiration for the young generation.

The high scoring respondents in financial services with Mean score 15 had a similarity to the respondents in HR Consultancies. Like them, an initiative was explained by a respondent in financial services that was replicated widely and it changed the way for those opting for entrepreneurship in rural areas and tier III cities. The initiative became a guideline for those wanting to opt for entrepreneurship.

Contrarily, other initiatives shared by the respondents could not qualify for this parameter. They were rather initiatives for organizational development. Though it was explained to them in the interview the difference between the two parameters, making significant contribution to the betterment of one's community and Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy they didn't have much to add. However, one respondent shared how his initiative created societal impact and that left a legacy for the next generation. He shared post retirement he has involved himself in rotary programmes and it has become his passion to spend time in serving the society other than his engagement in the CA firm. He talked about a particular assignment wherein he organized camps for entrepreneurship in financial services in rural areas and this program was widely replicated as it gave many a direction and necessary prudence. This initiative became a guideline for those wanting to opt for entrepreneurship. The participants were trained in a neat planned manner through use of Blended training. It not only gave them the option to learn on flexi-time basis but also provided them access to real-life cases and live interactions with experts. It was the first programme to be rolled out in rural areas and tier III cities and it laid the foundation for several future initiatives. Later this programme was taken to vocational places, ITI's, banks etc. that helped strengthen the overall system in later years. This programme could be termed 'Adaptable and customizable' as it could be used by various sections across the society, it was 'Easy to comprehend and use' as most users didn't find it difficult to understand and due to its 'Flexi-time availability' it could be used anytime-anywhere by the users. The respondent further elaborated that his programme was highly acknowledged and he feels compassionate and impressed and such recognition makes him happy. This had positive impact on his Health and wellbeing and he felt involved in Meaningful work.

The high scoring respondents in startups with Mean score 14.5. The qualitative findings were similar to respondents in financial services that the respondents rated themselves high on this parameter, however they couldn't cite examples to support their stance in the interviews.

However, it be deducted that the respondents are overall satisfied in terms of wellbeing and generativity and they are getting ample of opportunities to practice their thoughts with independence and share good relations with colleagues. Since their start-ups are performing reasonably and their contributions have created positive impacts on the organizations, they felt their contributions will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy.

The high scoring respondents in armed forces with Mean score 13.5. Like responses from the financial services and the startups, irony was observed in the mathematical scores and qualitative responses of the armed forces personnel. Though most respondents crossed the average score but, in the interviews, barring one respondent no one was able to point out high generativity initiative that would outlive them and will have a lasting impact and enduring legacy. This discrepancy could be explained through observations and interactions with the respondents. On probing further, the respondents pointed out they took initiatives for betterment of the organization and colleagues and some of the initiatives were well received but it could not be explained how these could be set as examples in time to come. Quoting a respondent who gave an apt example for this parameter. He said, *“We are a determined and a focused organization. Let me share an example. The first audit by RBI did allow us to setup a bank account. So, we drove a campaign for SBI Micro ATMs and setup more than 100,000 across the country. This achievement made us leader in the country with 66% market share. As a result, we cleared the next audit by RBI and got permissions a bank needs.”* This initiative was indeed long-term impact and brought about a drastic change in fortunes of the organization and those working in the organization.

The high scoring respondents in NGOs with Mean score 13.5 didn't share on this parameter as they understand their initiatives were more for funds generation and achieving operational parameters for smooth running of the organization. This is similar to respondents from HR consultancies, doctors and the respondent from financial services who understood the difference between this parameter and contribution for betterment of community.

The high scoring respondents from the public sector with Mean score 16.29 shared similarities with the findings of the respondents from HR consultancies, financial services and doctors. The respondents derived satisfaction is form of proactive contribution to the organization, driving initiatives, developing intergenerational ties and giving back to the society. Further, like respondents from HR consultancies, doctors, NGOs and the respondent from financial services, they too understood the difference between this parameter and contribution for betterment of community and didn't cite examples.

They think they have made difference to lives of people, their policies and actions have created an impact on people, their efforts and contributions are recognized and that will be remembered in future for their contributions. The respondents as discussed earlier are handling large, complex and interdisciplinary projects that recruit several team members. Personally, they are engaged with the society. They worked with new avenues and processes across board. They have grown the process in terms implementation of system. These have resulted in positive long-term changes for the organization. Several respondents told because of their initiatives and

efforts more facilities were given to people for research and to do new things. For instance, team members are allowed to initiate start-ups. Another exclusive initiative they set up is 'Personal Development Fund', where the money can be used for academic activities such as conferences, buying books and equipment. It gives scientists independence versus earlier, when one fully reliant on board for funds. Now, having own research projects and consultancy projects gave freedom to scientists to pursue things they wanted to. The respondents felt it their responsibility to influence things at times because they realized from their experience, things were not going the right direction. Sharing an example from the interview, where the respondent said, *"Due to whatever reasons, such as political reasons people in my organization were in a negative space of mind. They kept thinking negatively about the administration's role of creating hurdles. Since I was from outside the system, I acted neutrally and organized initiatives to divert attention and diffuse tensions. This resulted in a positive environment and now I am relieved the conversations at tea times are not all negative. So, for sure positivity has entered our organization."* Further, a female respondent shared her initiative that brought about a good change in the organization. She promoted the concept of get togethers where every team member is encouraged to present a new idea or something new that has come up and everyone discusses it together. This way each person gets encouraged and also understands what next step shall be taken. This initiative was well received and it has been included in organizational protocol. Thus, the respondents think they have progressively given opportunities for development and initiatives that will have long term impact and will be remembered for a long time.

Additionally, the respondents reported having good relationship with people across ages, including the younger generation. They said, generally, people see them as someone, who can they turn upto and seek advice. They think there is no competition between them and the younger generation as their motives are different and so is their knowledge and experience. Quoting a respondent, *"It was my decision to take up the new roles and responsibilities, but there was a demand too from the government. Basically, the idea was whatever I tell them should help people. Whatever I suggested to the government it was basically to help reduce poverty. And this was my motivation to continue working after getting retired. This initiative will be remembered for some time."*

The high scoring respondent from the industry with Mean score 16.0 has commonality with respondents from the other groups as the focus is on developing intergenerational ties and giving back to the society.

The respondent feels responsible for colleagues and the society and wants to give back to them. Motivated by this thought and his inner-desire he takes initiatives to improve things. However, he is yet to take up an initiative that would qualify under the parameter, 'Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy.'

The low scoring respondents have Mean scores ranging between 9.50 to 12.00 indicating below average to average performance. They shared common issues such as organizational bureaucracy, lack of opportunities structures and work-life imbalance. Similarly, consultants in all groups have limited opportunities as they are no longer full-time employees and have limited

powers in hands. These factors account for the respondents not being able to utilize their potential or being actively involved in contributing to the organizations. In addition to these, different groups shared some distinct issues.

The low scoring respondents in HR consultancies with Mean score 9.50 shared issues such as bureaucratic organizational hierarchy, work-life imbalance due to work pressure of handling multiple assignments and the resultant incessant travelling caused them dissatisfaction and left them little time to innovate and implement initiatives. The low scoring respondents are employed in their second innings.

The low scoring respondents in financial services with Mean score 12.00 were aware neither they have not been able to do any breakthrough nor they have such implementations to their credit. These are the same respondents who scored low on the parameter, "Making significant contribution to the betterment of one's community". They cited reasons somewhat similar to respondents from HR consultancies such as lack of opportunities in life, bureaucratic organizational hierarchy and work-life imbalance due to work pressure that keep them busy not allowing them to concentrate on other things. These respondents too are employed.

The low scoring respondents in armed forces with Mean score 12.00 had some similar responses as in financial services. They spoke on challenges at workplace, indifferent outlook and work-related approach of colleagues, lack of meaningful workplace, adaptive preference etc. indicating their dissatisfaction with new job and occupational stress.

The low scoring doctor respondents with Mean score 11.00 like the respondents in armed forces had nothing more to share but similar reasons as explained above.

The low scoring respondents in starts up with Mean score 12.00 too had nothing more to share but dearth of financial support and non-congruent government policies that leave them with little option to think and innovate. Their entire energy and focus are on stabilizing operations.

The low scoring respondents in NGOs with Mean score 10.33 like the respondents in startups too had nothing more to share but similar reasons as explained above.

The low scoring respondents from the public sector with Mean score 10.50 shared common issues such as organizational bureaucracy, lack of opportunities structures and work-life imbalance as major detriments to their contribution. Additional detriments included excessive centralization where one authority takes all the decisions and lethargic, non-ambitious and non-motivated workforce that impedes healthy teamwork and creative thinking.

It is the same three respondents who scored lower than Mean score on the parameter, Making significant contribution to the betterment of one's community. The low scores on this parameter could be explained basis interview excerpts highlighting barriers or issues faced by the respondents. They felt the government and public sector organizations are marred by bureaucratization and excessive centralization. They explained the important decisions have been subsumed into one position and the rules are being followed mindlessly. One authority is taking all the decisions and this is happening approximately everywhere. The federalism as it

is being destroyed within the country. There is no autonomy of each and every department. What we see happening at the national level is also taking place within all the institutions, including the public academic institutes. They explained further that another problem is that people are not thinking as big as they should. It is very difficult to nurture ambitions, if you don't have certain amount of ambitious then no motivation can make you ambitious. One respondent added that opportunities are limited for consultants, who are no longer full-time employees and have limited powers in hands. With such state of affairs, it is difficult for them to set up things that would have an impact or will be remembered.

Being productive and creative

The scores across services, public sector and industry ranged between 4.59 to 6.00, indicating good performance.

On 'Being productive and creative' parameter the scores of high performing respondents ranged between 4.50 to 5.33 indicating good performance. Explaining high scores, commonalities and differences among respondents through qualitative findings. In general, the respondents keep avenues open to explore prospects for being productive and creative. They have in their roles generated ideas and implemented initiatives that led to professional excellence, improved productivity and creativity, employee development and intergenerational ties/bonds.

Likewise, the high scoring doctor respondents with Mean score 5.33 reflected the sentiments as explained above. They focus on professional excellence, productivity, developing young generation, motivating them and promoting intergenerational ties.

They respondents shared a common feeling that they wanted to continue to work and be productive as they are physically and cognitively fit. They felt it their responsibility to give back to the society the expertise they have gained over the years and inspire and train younger generation for a bright future ahead. Quoting a respondent, who shared that when the institution needed publications per department, she creatively within a short span of time published nine articles by putting in extra effort and encouraged other team members to submitting papers to journals.

The respondents in general are productive and contributed to the organization not only through technical excellence i.e., patient handling, team handling but also got projects and funds for the organization through excellence and past contacts, thus helping the organization expand. There are other instances where the respondents introduced novel concepts and methodologies that had positive impact on students, colleagues and overall departmental functioning. Quoting a respondent to support the statement. The respondent shared, *"I introduced the concept of coaching classes based on International Learning Format for the young doctors. This is a practical based learning methodology that empowers the learners to get real life experience of situations. Later, I introduced the concept of 'Longitudinal studies' that helped study patients over a period of time. Thus, helped develop unique case studies and findings."*

The respondents' productivity and creativity had another aspect to it i.e., an expanded horizon to try new things, take up challenges and risks and help all those involved grow, make work

meaningful for them. For instance, a respondent introduced the idea of combining basic and translational research at work. So far, the work for everyone was translational i.e., doing OPD and operation theatres. More, the patient overload caused hindrance to them explore the new professional aspect i.e., the basic research. Though the start was difficult, the perseverant respondent was able to get this rolled out. At the end it helped students and young doctors learn and perform better.

Likewise, the high scoring respondents in HR consultancies with Mean score 4.63 too, follow the principles to work on professional excellence, improving productivity and creativity, employee development and motivation, harnessing human potential, participative approach, creating and building comfortable physical and social environment in the workplace, promoting intergenerational ties including creative ideas from the young generation.

The respondents shared their approach in order to achieve this parameter. They are enthusiastic observers and believe that people around have knowledge that could be utilized effectively. People around could come from various levels and most of them are experts in their work area, have an eye for detail, are aware of things at the ground level and have ideas for improving productivity. The respondents are productive in the sense that they work on their Key Performance parameters such as maintaining motivation levels of employees, harness their potential through regular brainstorming sessions, one-on-one interactions and idea generating sessions to improve, create and build comfortable physical and social environment so that the employees are comfortable in the workplace. Further, the respondents' manpower handling, development and managing capability make them productive and is also a sign of creativity. One respondent shared that he makes sure to include foreign exchange programme for the employees in the yearly budget. It helps broaden vision and change one's perspective and motivate, thus helps improve performance. Another respondent shared his example of being productive and creative. He said creative ideas come from the younger generation and he considers them his gurus, whom he can learn from. He added that he organizes quarterly need based training programmes for employees wherein the speakers lecture on variety of subjects interspersing it with real-life experiences and role plays. This initiative in turn has positive outputs on the respondent's wellbeing, generativity or intergenerational ties and promotes the concept of Meaningful involvement and meaningful workplace.

The respondents don't believe in being regimented as it hinders creativity. They believe in being flexible, scalable and open minded. As a respondent explained how he believes in taking risks, trying new HR practices at work and focusing creatively on employee development. He added he brought in the concept of 'Skip-level' meetings where an employee meets his two level above superior without the immediate supervisor or manager. This initiative provided the management information and feedback from source and then implemented corrective and preventive measures for employee benefit in place.

The high scoring respondents in financial services with Mean score 5.0 have commonalities with respondents from HR Consultancies such as productivity and performance orientation, employee development through various initiatives, developing human potential in combination to knowledge and skills, participative approach and creating Meaningful workplace.

They are productivity oriented and feel they are contributing to the productivity of the organization. They create tools for performance management of co-workers across disciplines and carry out soft analysis out of their knowledge and experience. Creativity is an important factor in undertaking soft-analysis. For analysis one needs to understand intrinsic and extrinsic factors, understand complex multivariable or multifactor relationships among elements such as personnel, scientific, technological and societal. The practical knowledge and experience of the respondents can further be seen in contributing positively to efficiency and productivity of the personnel and the organization. Quoting a respondent, who said, *“My role is to bring about organizational efficiency and savings. To achieve this, we generate frugal ideas, design plan and implement.”*

Several respondents shared their understanding of being productive and creative by making it a regular practice in their interactions, communication and dealings with co-workers, including young generation and customers. They believe whatever know-how they possess should be shared with all for mutual benefit and they try imparting the knowledge through new methods and ways. The respondents involve others through making them part of important assignments, meetings, conversations and keeping them involved creatively. They try passing the message to others that learning through creativity is a two-way process and that it can't be achieved without being creative, usefully productive and being meaningfully involved with each other. This approach helps motivate everyone and encourages them to contribute to identified productivity targets.

Another aspect shared by the respondents was being 'Lean' by removing unnecessary steps from operational processes and continually improving working style. A respondent proudly shared how he helped save his organization 10 percent penalty and interest charges by being creative, lean and through his past experience. The respondent handled a zonal activity where he was responsible for total building, collecting and sales tax assessment activity. He was able to identify flawed government charging system and suggested ways to the officials to make corrections. His efforts saved his firm a decent sum of money. Further, for respondents, knowledge is critical for being productive, hence one must try to keep updated through two methods, namely literature reading and getting latest trainings. They recommend using combination of both these options and they keep sending co-workers to attend courses and seminars. A respondent explained how his organization focuses creatively on employee development in order to achieve productivity. He said they use a 360-degree technique and a balanced scorecard to know what is the vision of the employees, what is their value and how can they be developed. They tell the people to know themselves, to know how strong they are and to know their hidden or dormant capacity and how to activate it. This helps them understand what they lack and appropriate trainings are provided for their development.

The high scoring respondents from startups with Mean score 5.33 too have similarities to the respondents in HR consultancies and financial services as their prime focus is on professional excellence, participative approach, productivity improvement and organizational growth.

They feel the experienced persons have an important role to play in the society. They have a fair proportion of untapped potential and talent which could be put to meaningful usage for the

society. A respondent explained this further. He said he considers research as of four types; this is what is called the famous Pasture's quadrant - having a theoretical idea which has no application, having a theory based on application and having an application without theory. The fourth quadrant observed in India is "Aam aadmi research" or unproductive talk. He further emphasized that the elderly in order to become productive should think rationally and increase focus on the three quadrants while at the same time minimizing their involvement in the fourth quadrant. Taking this philosophy, the respondent shared he worked on a new concept and a new product, the Whey protein. He had this product in mind for several years and being a scientist, he knew this product will not only help increase nutritional value but also help the producers financially. As Whey protein is a byproduct it was previously thrown or discarded. With respondent's creative and productive initiative, the product developed commercial value and at the same time provided good nutrition to the consumers. It brought him accolades and recognition as a productive person.

The respondents in general believe in continual growth by being productive and creative. Two of them are already envisioning a network of franchisees for their products in metro cities. At another level they have created a network of retired consultants, who are mostly old colleagues and whom they hire for business advice and for training employees and internship students. These colleagues are either employed or are at home. Their advice is important as they come from diverse backgrounds and had in the past handled various functions in their organizations. Quoting a respondent, who said his company focuses on multiple aspects such as training, providing consultancy, doing Research and Development and manufacturing machines. They train dairy farmers and help them increase productivity, provide internship to B. Tech and M. Tech students from the dairy farming institutes and universities, and do research and development in dairy and engineering products. His partnership in the company is confined to engineering products. In a way he is ready to set up franchisees.

The high scoring respondents from armed services with Mean score 4.66 have similarities to responses from other categories. They focus on work excellence, lateral thinking, co-worker development, participative approach, developing human potential and being multidisciplinary.

The respondents believe they are creative and productive. They emphasize on work excellence and problem resolution at work. They are thinkers and try exploring unknown areas in addition to the known. This quality could be termed as lateral thinking. It helps them see and analyze things from different perspectives. These creative thinkers are endowed with qualities such as analytical minds, an eye for perfection, prioritising things, problem solving ability and risk handling to name some. They think these qualities make them important for the organization as they can generate ideas, fix problems in new ways and look at things that are otherwise not so clearly visible. Further, they are open to trying new methodologies, being expressive with co-workers and trying involving them wherever and whenever possible. For them life is continuity and continuous improvement. Quoting a respondent, who said, *"I frequently use the 80:20 rule as it helps identify which 20 percent of problems are causing 80 percent issues and trying finding solutions to controlling these high priority things. Let me share an example. Analyzing organizational productivity threw light on security and IT departments where worker*

ill-health and absenteeism were causing cascading effects in malfunctioning of other departments. This helped identify root cause of the bigger problem.”

Talking of respondents' productivity, they introduced several measures in order to achieve productivity goals defined by the organization. In their capacity as departmental heads they ensured aims and objectives assigned to them were met. They trained and motivated their team members and monitored their performance regularly. In order to increase efficiency, they prioritized tasks and created detailed process and sub process maps, and deployment charts so that the bigger tasks could be fragmented into smaller, achievable parts and assigned as per competency to the team members. One respondent shared importance of being multidisciplinary and how he collaborated with other departments to create a cascading effect, which helped move closer to productivity goals. To measure productivity various Key Performance Indicators (KPIs) were defined which are measurable, timebound and achievable. Another respondent shared, *“I created Standard Operating Procedures (SOPs) for all to follow. This ensured continuity of work irrespective of a position being vacant or someone being absent. As SOPs could be followed by all, the personnel took over multitasking when someone was not present.”*

To emphasize, even the high scorers in this category had average Mean scores as per standard. So, one could infer the respondents performed average on this parameter.

The high scoring respondents from NGOs with Mean score 4.50 too, focus on organizational excellence and promoting work ethics among colleagues.

The high scoring respondents from the public sector with Mean score 5.71 share commonalities with other groups such as they in their roles have generated ideas and implemented initiatives that led to professional excellence, improved productivity and creativity, employee development and intergenerational ties, practising participative approach and creating Meaningful workplace. In addition to these the respondents have some distinct characteristics that help them perform well vis-à-vis this parameter. They practice and promote multidisciplinary, seamless communication with colleagues and in the new roles they are able to contribute more than when they were in service.

Several respondents have a high score 6 on 6 on this parameter furthering their hold on generativity. The respondents are both productive and creative. The respondents feel their work is recognized as they try bringing in creativity in what they do. They believe in diversity and taking new day as a challenge. The respondents explained some ways they promote productivity and creativity. They are thinkers and spend time on brainstorming and thinking out-of-the-box. The ideas are penned down, prioritized and curated for implementation. The respondents said they believe in being futuristic about organization's requirements and keep an eye on happenings around the subject. They added, it is not possible to be productive and creative without a team. They focus on composing the right team and delegating work to team members, overlooking implementation carefully and do risk mitigation planning. This is not only a self-perception but also opinion of co-workers and those associated with them professionally and personally. The stance can be strengthened by two interview excerpts, where a respondent

recollects that as a vice-chancellor, he used to integrate administration and academics well. The role of an administrator was to somehow relieve his or her colleagues from administrative work which the academicians were doing. He said, *“All the basic amenities should be taken care of by a properly functioning administration but the academician. So that the students are also happy and they don’t have to sit on a strike. So, I like to be in some kind of charge or control.”* Another respondent admitted that though as a person trained in Chemistry and someone who has taught Physics due to his professional roles, he has good command on the subject and admits that he couldn’t keep a track on his subject of student days. The other subject never stopped him from making a mark as it became his expert domain.

The respondents have adjusted well to the present engagement because before retirement they were busy in a routine form, whereas they find the new commitment specific. Now they are able to contribute more than when they were in service. They don’t find the work challenging as they possess domain expertise. They observed they didn’t face any kind of professional challenge and even if there were any there was some support or the other. In the organization now and before there was no communication gap with people. They believe decision making is a participatory process and they listen to people and remain thoughtful. And then with discussions they arrive at decision which is more acceptable. Unless it is well accepted among people it will have a sense of discontentment. And that would be a disincentive for them. When heading an organization that is the best things that one should do. This can be substantiated by excerpts from an interview. The respondent said he tried bringing in a new paradigm by getting in world renowned scientists and by guiding people to be creative. However, based on his observations he said, *“This is an institute of repute and has a lot of money. But one of the problems is that people are not thinking as big as they should. It is very difficult to nurture ambitions. If you don’t have ambitions then no motivation can make you ambitious.”*

One respondent illustrated how his creativity and perseverance brought about a significant organizational change and contributed to staff productivity. He said in top institutions across India there were a large number of faculty members who were inbred, were not very competent but their own professors hired them back. So, he led a discussion on this and helped reach a formal agreement among directors of the top ten twenty Technical Institutions of the country that they would not hire their own students within the 3 years of getting the PhD. This assured the student first finds works elsewhere basis his competence and can apply after three years to the home institution. The selection in both cases is done on competitive basis. He added it is not a law but it is being observed quite seriously.

The high scoring respondent from the industry with Mean score 6.0 shares similarities with other groups such as taking up initiatives and measures for betterment of colleagues, work practice and make work meaningful.

The low scoring respondents with Mean scores ranging between 3.0 to 4.80 indicate average performance. The respondents from financial services, armed forces and startups reported issues. The doctor respondents with Mean score 3.36, the respondents from NGOs with Mean score 4.17 and the respondents from HR consultancies with Mean score 3.0 did not report issues wrt this parameter.

The respondents in financial services with Mean score 4.80 shared issues related to the organizational policies as impediments to productivity and creativity. They shared though experienced staff comes with rich knowledge and the kind of responsibilities they can perform based on their experience is not possible for a young employee. Similarly, their effectiveness in coaching, mentoring and guiding others is unparalleled. However, they don't get opportunity structures post retirement to showcase their talent. Rather, they are reduced to being 'Another person' in the organization. More, they don't get same facilities that are given to the regular employees. Thereby limiting scope for them to showcase creativity and be productive.

The respondents in armed forces with Mean score 4.0 shared reason similar to that of respondents from financial services for not being able to be productive and creative. As a respondent employed in the training institute narrated that though he was employed in capacity of Chairman on paper but in reality, he had a diminished role of 'Teaching consultant'. His role was restricted to decisions pertaining to courses and students. Being a teaching consultant, he was not involved in policies other teaching. So, he didn't have much idea about organization's overall productivity targets. Nor was he consulted by the institute's management on the same. His role had very limited space for creativity as the policies and decisions came from the management and he had to comply with them. He was, however, at times consulted for specific concerns. The respondent said, *"As a consultant I don't get adequate respect. The management gets overwhelmed when I try putting certain practices in place. But it's fine, I have adjusted now."* This statement shows respondent's unhappiness, helplessness and Adaptive preference. It also shows how his Inner desire and his idea of Meaningful work are not being met.

The respondents in startups with Mean score 3.75 shared the concern regarding attitude and practices of the young generation as hindrance to their productivity and creativity. The respondents cautioned with their experience that some members of the young generation are hindrance to productivity and creativity as they opt for shortcuts and believe that by giving favors one can go up in life. This indulges them in wrong practices and intergenerational conflicts as their practices are not in line with morals of the old generation. The respondents advise that rather, the young generation should be encouraged to be creative and use hit and trial methods as it will help them learn and also take guidance from experienced people. Further, the respondents think avenues for exchange should be opened so as to make the young generation learn. As a respondent added, *"I think we cannot allow society to grow like that only because then we will only have mediocrity. We never like intelligent people in any organizations and so we have to create them."*

The low scoring respondents from the public sector with Mean score 3.50 shared reasons similar to respondents from financial services and armed forces that the organizational policies are discriminatory and an impediment to productivity and creativity. Additionally, the new job didn't offer them opportunities structures and autonomy to showcase their full talent, thereby resulting in low motivation levels.

The low scorers on the parameter, Being Productive and Creative shared some reasons for the same. It is the same respondents who scored lower than Mean score on the other parameters too. They said the new job didn't offer them enough opportunities, enough infrastructure and

autonomy to showcase their full talent. They said their respective organizations continued the way they were. They felt hesitant as at one level they wanted to influence and at the same time everyone knows in similar positions as ours that it is time to let go. They added their organizations have policies for regular employees but not for the retired rehired.

One respondent said though he has contributed positively to the organization but his successful journey came to a standstill. He explained, “Being the NAAC coordinator the organization got the ‘A’ Grade when the external report was prepared. The next time his organization was upgraded to A+ in the very first attempt. As a result, his organization secured financial assistance to augment research and teaching. Though it was an achievement, he couldn’t contribute more as organization’s bureaucracy and rigid policies couldn’t make him programme incharge further.

Caring and taking responsibility for other people

The scores across services, public sector and industry ranged between 8.00 to 8.82, indicating good performance.

The scores of high scoring respondents on parameter, ‘Caring and taking responsibility for other people’ ranged between 8.0 to 10.0 indicating above average to good performance. Explaining high scores, commonalities and differences among respondents through qualitative findings.

The high scoring respondents in HR consultancies with Mean score 9.63 feel they are needed by others and that they have made commitments to different people, groups and activities. The respondents are associated with organizational staff, younger generation at work and those who teach also deal with students. In addition to these they have familial commitments. Some respondents have committed themselves to society related work too.

The respondents shared they guide the young generation, including the students on virtues of good work and that they should try become trustworthy and honest as trust, character and confidence are important in all respects in life. Some respondents shared they observed that in most of the companies the policies were not fulfilling for future expectations of the employees. Therefore, taking responsibility for others they setup dialogues with the management explaining the importance of employee fulfilment. They felt responsible in creating comfortable workplace for employees, developing their confidence and instilling their focus on long-term goals. The respondents believe that a department works best once proper utilization of its staff is understood and taken care of. As a respondent said, *“We give so much importance to machines and computers but human minds are so much powerful, and must surely be nourished and motivated on timely basis.”* The respondents’ efforts helped develop good teamwork and benefitted everyone at workplace and at the sametime enabled growth and development of the organization. These experiences, they shared, brought intergenerational solidarity and positive changes in thinking process and within employees.

The respondents work on developing empathy within groups as it helps create humane bonds and builds trust among people. Quoting a respondent, *“For example, one needs to know about people especially in the human resource industry. One must know about people’s background,*

their thinking, their habits, their emotional understanding and above all their connects with other people.” Further, out of care for the younger generation the respondents try passing them the message they should be cognizant of the pace of change that is happening as it helps one identify and develop needed skills and also know the new developmental advancements in the industry. Quoting another respondent, who said, *“Without exception I can say that towards all my contributions in the organization my team members felt very strongly that they can believe in me. I could not lie to my teammates towards any personal thing and they always trusted me for everything.”*

The respondents feel important being approached by younger colleagues. They told in the interview that they are approached by the young generation for professional and personal advice. The discussions include topics such as issues with work, colleagues, guidance on making future choices and some personal issues. Quoting a respondent, who said, *“Even after 5 years of moving on from the previous job my juniors speak their heart out and I feel deeply for them and ready to support them whatsoever. I try to add value to everything that needs attention and change.”* This aspect caters to meeting generativity and Inner desire of the respondents.

The high scoring respondents from financial services with Mean score 8.0 have commonalities with respondents from HR consultancies. They feel responsible for the young generation, their development and future and give people centricity the highest priority. They have developed interpersonal ties and are approached for personal and professional challenges by the young. Further, some respondents like in HR consultancies have taken to serving the society.

They feel responsible for the young generation and feel they are central to any organization; hence utmost importance be given to employee development. They believe irrespective of the kind of business or the kind of enterprise, people by far are the most important; whether be it customer, suppliers or employees. For them the stress on people centricity has to be the highest. They take lot of interest in how their organizations are developing people and how the policies are. One respondent pointed that in general, the financial institutions are about 50 to 60 percent employee centric. However, mature organizations are higher on that percentage. He added, *“My endeavour is those at 70 percent should become 80 to 90 percent or that 50 percent should reach towards 70 or 80 percent gradually.”* Thus, the respondents feel responsibility on them to develop the younger generation and handle this responsibility carefully. They shared they recommend the organization send employees for trainings where they learn various communication and management skills that would help in their overall growth and development, thereby making them ready for higher positions in the organization. They pick up people from various departments and sponsor them for trainings. The employees are not only sent to the Chartered Accountancy Institute for auditing and other finance related trainings once every six months but also professional trainers are also invited in the organization for training purposes.

Looking at the softer side, the respondents shared they understand everyone has challenges in life and so do the young. The young generation too faces different types of challenges such as family challenges, social challenges and professional challenges. Some respondents said they

help the young deal with the challenges whenever possible, provided the young approach them with the problem. This caring aspect helps build Intergenerational solidarity and helps reduce Intergenerational conflict.

Further, caring and taking responsibility for others extended beyond organizational needs for some employees as they in their second inning took up serving the society as a moto in addition to their professional work. These respondents had been contributing to the growth and wellbeing of the society through various initiatives. For them, it gives meaning to their lives, wellbeing and Inner desire.

The high scoring respondents in startups with Mean score 10.0 shared aspects similar to those of financial services and HR consultancies. They too focus on soft aspect of humanity, caring and developing the young generation and developing intergenerational bonds. Some respondents have taken to serving the society and helping students.

The respondents said participation of elderly with experience can certainly make a difference to a start-up but the others partners and the workforce should be treated with respect, made to participate in decisions whenever possible, groomed and developed through trainings, guidance and exposure. This human or soft aspect would keep people happy and satisfied, hence it would help minimize intergenerational conflict, bring about health and wellbeing, break stereotypes, maximize potential and make the workplace meaningful. Quoting a respondent, who said, *“Though the organization is small, it is employee friendly. In addition to the three partners there are four more employees in the organisation. All employees are treated alike, are respected and are given professional and personal freedom. The team members share good chemistry and approach me for personal advice in addition to professional questions.”* He added, *“Within the partners too there is little communication gap. We have good understanding amongst us and the roles and responsibilities are clearly defined so we don’t intrude into each other’s work. There is something special among three of us. The age difference makes us respect each other. Things are in order.”* Another respondent shared his example. He said, *“Our staff is well trained and was hired at 50% higher remuneration compared to their last jobs and this makes the staff satisfied. Quoting a respondent, who said, “They are like my children. Two have worked with me in the past organization for 8-10 years. Engaging them makes them happy and at the sametime brings value add to our organisation.”*

One respondent shared his societal initiative for the underprivileged. He said because it is a start-up company and that his role is focused on R &D, this leaves him with some spare time on hands. So, he adopted a school in a semi urban village where he spends about 6 hours per week. Further, he has taken responsibility for university students who need help with studies and spends about 3 to 4 hours in a week clearing their doubts and helping them understand topics. Hence, these activities keep him mentally and meaningfully occupied. He feels he is able to develop his potential with time and is able to do generative actions. He added thus life has been exciting and he keeps doing things he thinks are virtuous and should be shared with others.

The high scoring doctor respondents with Mean score 9.0 have commonalities with other groups of respondents such as caring and taking responsibility for the younger generation through developing them, guiding them, rewarding and recognizing them, building interpersonal relationships, open communication channels and serving the society.

The respondents have commitments to different kinds of people, groups, and activities in life and feel the society cannot be responsible for every problem. One needs to act in their own significant way to improve the same. The respondents worked as guide for the younger colleagues due to their rich professional experience. They take care of fellow workers and provide them opportunities to enhance skills by sending them for workshops and conferences. They believe in a transparent working process and provide feedback to colleagues on regular basis and correct their mistakes whenever required. They believe that best way of guiding the younger colleagues is setting example by themselves. They believe that good communication channel helps in keeping things in good health. One respondent said, *“First one should understand communication gap exists and then take appropriate measures to put things in place.”* They feel that rewarding young colleagues for good work is one way of expressing their caretaking behavior. For example, respondents who are teachers did this by sending them to conferences and workshops. This encouraged younger colleagues to do better, learn and perform better.

Thus, respondents are performing well in various aspects in their second inning. However, their performance in the second inning cannot be divorced from their experience and performance in the first inning. Since these respondents are highly educated professionals, their past success and vast experience provided a conducive environment to successfully accomplish their role with family, students, colleagues or administrative duties. They managed all of them quite well and kept all of them happy. The management considered them an asset and wanted them. They were respected and looked upon by students and colleagues due to their success. In fact, this is a key to having a good performance of various aspects of their second. They looked satisfied because of their past success.

As far as elderly-student relationships are concerned, no issues were reported by the respondents. The bonding was strong and they encouraged students to talk direct, have good communication, discuss issues appreciate good work done, motivate and spend time with them. For developing personal relationships, they organise get-togethers and forums for open interactions. A very apt example of elderly-student relation was seen, where an underperforming student was given personalised professional and personal guidance and that brought about a paradigm shift in student performance. The student in few semesters entered the top performers’ group and maintained this status till he completed his degree. The respondent and this student are in perpetual touch and student has furthered the good cause by extending help, care and guidance to his students. Similar examples of giving and caring were mentioned by several respondents. Quoting a respondent, *“It is imperative to help them classify issues into big or small. This helps prioritize them and once prioritized they can be handled much easily as then one would know where to channelize energy and how much energy should*

go into which issue.” Thus, we can infer that First-Third generation relationships were described to be that of ‘Give and take’, caring and sharing.

The high scoring respondents in armed forces with Mean score 9.33 too share similarities with other groups of respondents such as focus on human aspect, feeling responsible for the young generation professionally and personally, developing their potential and skills, serving the society and helping others, build trust among colleagues and create intergenerational bonds.

The respondents feel responsible for the young generation and want to develop their potential and skills. They feel each individual has unique characteristics and talents that need to be identified in a structured manner and groomed so that it benefits them personally and professionally. The respondents recommend their team members for trainings based on competency mapping and appraisal-based needs and send the requirement to the Human Resources department for necessary action. Their idea is equal treatment and commitment to all co-workers. They try passing their past experiences to them so that they learn from their mistakes and prevent making errors learning from the past. One quality that the respondents feel should be ingrained in everyone is the feeling to serve the society and the commitment to help those in need. They understand that responsibility cannot be delegated and it relies on them to support all, thus making themselves accountable. Quoting a respondent, who said, *“All employees are looked after well vis a vis development. We organize different courses to upgrade skills of the employees and the organizational culture supports respect for subordinates.”*

Another example came from the interviews. A respondent said he was somewhat successful as he could make everyone understand his viewpoint on prioritizing things at work and minimizing contradiction of any kind. He said earlier the staff members only followed the instructions given by their seniors and kept all information secretive but lately realized that they are one team and must respect and work together to make the organization strong so as to withstand any kind of pressure from the outside world. As the respondent has been from the army background, he thoroughly understands the inhibitions the people from different departments were facing and how they can be transformed into a breakthrough.

Discussing caring, the respondents believe in helping others and want their wellbeing. They go out of the way to help colleagues and resolve their problems. They believe one should be kind, sympathetic and that being nice to colleagues helps build trust and long-lasting meaningful relationships and not only a Meaningful workplace. They said they have ingrained feeling for the young generation and are bothered about their health and wellbeing and want them to be confident, transparent, aware and open. As a respondent said, *“In the army we are taught to look after people and I have perfection in handling it. The young generation is dynamic and better in several domains. Their openness is an endearing quality and its pleasurable being with them. Being with them galvanizes my spirit. But it is important the future generation is taught and groomed well so that they in turn care for others.”*

The high scoring respondents from NGOs with Mean score 9.0 shared some similarities with respondents from other groups. Their focus is on serving the society and helping those in need

and wanting their wellbeing. The responses did not elicit caring and taking responsibility for co-workers.

The high scoring respondents from public sector with Mean score 10.14 have commonalities with other groups of respondents such as they focus on soft aspect of humanity, feel responsible for the young generation and their overall development, give people centrality the highest priority, practice participative approach by empowering them and giving them responsibility build interpersonal relationships, intergenerational bonds and open communication channels.

As far as generativity is concerned, the scores are suggestive of one of the highest possible. Because the respondents have a deep understanding of the employee welfare their generative potential is very high. The respondents think people need them (they are needed) as co-workers, peers and government come to them seeking advice and that they have numerous commitments to people and government. The respondents develop potential of colleagues, especially younger generation through guidance, training programmes, solving problems and at the same time learning from colleagues. They provide the team members with friendly environment, responsibilities and necessary resources required to perform the assigned work. The respondents are seasoned managers; hence they make sure to appreciate good work and provide constructive feedback so as to boost morale of the team members. They believe it's important to occupy or involve team members properly and this could be done by carefully positioning work with their principles. They do competency mapping to discover strengths and weaknesses of their team members and try doing appropriate 'job-fit' for them whenever and wherever necessary. They follow an important aspect with respect to the process of learning, where there could be certain key dimensions, the learning due to personal and professional experiences and learning with others. Thus, they analyze needs of employees appropriately. Due to these efforts, their caring and taking responsibility attitude they have seen enhancement in professional potential and development of employees. The arrangements for capacity building of the employees within the organization fall in the same category. Regarding decision taking for colleagues the respondents seem to have taken decisions with effective causal thinking. The fact that in a professional position where their roles demanded economic and productive planning, the emphasis remained on people friendly decisions along with the key aspects of focus areas showing caring and taking responsibility for others. When taking decisions, they considered whether the people are going to be centre of empowerment and decision making and whether people will drive the process. They put thrust that one has to have human approach in terms of understanding them, handling them humanly keeping in mind that ultimately people are the centre of life. Since the study emphasizes more on the aspects within the office/organization space, the respondents derive productive atmosphere with democratic planning which is due to effective synthetic thinking and their emotional-motivational potential. Another qualitative narrative explaining how a respondent took a decision to convert adhoc staff into permanent appointments is indicative of enhanced aspirational dignity of the respondents as a consequence of generativity.

Some respondents explained their stance that they might be tough managers but that doesn't mean they don't care for the younger generation. They feel they have the responsibility to train

and nurture young talent and in order to achieve it some measures would have to be taken. In their capacity as advisors to the organizations they work, they recommend the focus should be highly people centred. Their people centric approach emphasizes on understanding opinions of people vis-à-vis issues and support them in their own experimental prospects. They believe in empowering people, giving them responsibility to experiment their working styles but at the same time keep their views upfront whenever required. They have the viewpoint that the younger people are the ones who are incharge of getting things done, as the younger generation is more in India and it's not possible to let the older people hold positions after a certain period of time. It is not because the young have more dynamism to perform well, but at the same time it is highly recommended to bring energy and experience at the same platform which will further intensify the performance of the organization which at present is currently not so organized in India and is visible at times.

The caring and taking responsibility was seen not limited to professional engagements but also personal. The respondents are approached by younger colleagues and team members for personal advice too. The respondents said they have fostered relationships in the present and past organizations and believe in opening up to the younger people. The younger people need to be nurtured carefully as it helps them become self-supportive and it also helps the organization to grow. People have different skills, potential and personal makeup/traits and each individual needs customized guidance, help and care to grow in life. As one respondent said, *"I have to be helpful to younger colleagues and for that matter to everyone. It is my responsibility to care for them and take responsibility for their personal and professional development. Young scientists do approach me to nominate them for national scientific awards and I do it happily being the past President of Indian National Science Academy."*

The high scoring respondent in industry with Mean score 8.0 shared a commonality with responses from other groups that their focus lies on professional employee development. They are different from the other groups as soft aspects find no mention here.

Though the respondent rated himself high on this parameter and in the interview shared his intention to develop co-workers, train them and make them grow professionally. However, he pointed out that organizational practices curtail him taking compact measures on this parameter. He shared his organization is not very conducive to the employees. He added as a practice the organization tries and hire experienced personnel. In case they do not get the required skill set they hire skill set as close to the requirement as possible, then train and bring them to a level and there is no room for intake of freshers. As far as trainings are concerned the employees are trained internally and there is no scope for international trainings inspite the need for the employees.

On organizational policies fulfilling aspirations of the employee he said, *"This is a medium sized organisation and like other private Indian organizations the work culture is not good. The organizational management is revenue oriented. There are no specific employee benefits per se. The management wants to hire employees at a lower cost and doesn't want to impart them too much 'Technical Know-How' or 'Skills' lest they would find a better job."*

The low scoring respondents have Mean scores ranging between 3.50 to 8.75. There is huge variation in scores and the performance can be termed below average to average, depending on groups. The low scores are seen in financial services and HR Consultancies. Commonalities in responses came from the respondents in financial services and the armed services.

The low scoring respondents in financial services with Mean score 4.40 faced the issue with the differences in opinion and views of the young generation that causes intergenerational gap, stereotype and conflict, thereby affecting generativity.

They respondents faced problems while trying caring and taking responsibility for others. Starting with the organization and the young generation at work, they found the young generation not reciprocal. They rather have stereotyped views toward the elderly. Further, they believe in coterie culture and materialistic world and don't understand soft sides of life such as caring and helping others. This could well be termed as generation gap. This response highlights a common denominator across various categories of respondents i.e., the young generation in general lacks humane aspect, is materialistic and is indifferent to the societal needs. Another respondent said since life didn't turn up well for him doing partnership with the young generation and it has left him with an indifferent attitude. He has little space, desire and time for the aspect of caring and taking responsibility for others. He rather has to focus on earning his living and doesn't have the patience to tolerate ways of the new generation.

The low scoring respondents armed forces with Mean score 8.0 have findings similar as the respondents in financial services. The young generation carries stereotyped views of the elderly, practices moral and values not in line with the elderly generation, thereby leaving little opportunity and desire for the elderly to care for them and taking their responsibility.

The respondents discussed the issues they faced. They shared one could be generous, sympathetic, sensitive to human needs but there should be some reciprocation. If the young generation listens to you on face for sake of authority but in reality, doesn't understand the nuances of taking responsibility and caring it would not work. If the communication between the groups is not clear, if they don't care what others have to say and if the responsibility associated with assigned roles doesn't come even after putting in sincere efforts everything goes waste. These differences could be termed as Intergenerational conflict, Age discrimination and Stereotype. As a respondent said, *"They are not honest, they lack discipline and take things for granted. True, the responsibilities flow from up to down but if the base of the pyramid is not strong, things start to fall apart."* The respondent added that he has a positive attitude and stands to support people in their time of need, but he has to be strict with work and that line has to be drawn between personal and professional life.

The low scoring doctor respondents with Mean score 6.81 shared the same reason as respondents from the armed forces and financial as area of concern and dissatisfaction and that was differences with the young generation and the resulting generativity mismatch and intergenerational conflict.

The respondents shared the juniors must develop physical and cognitive capabilities and have willingness towards achieving their goals while in positions they are chosen for. Looking at one side, the respondents were keen taking responsibility of the younger generation and guiding them, but the response from the young was not positive. This Intergenerational conflict caused difference in opinions and slowed two-way knowledge transfer and relationship between the two generations. Quoting a female respondent, she said, *“I try advising them from my experience when I think they are going wrong. But I can guide them only if they choose to listen to me. They have bigger motives guiding their personalities. So now I choose not to associate with them much.”* Some respondents described the young-elderly conflict where the young generation feels Generativity mismatch and find seniors a problem and feels challenged. The respondents said the young generation wants to grow fast, they want to be heard and the seniors at workplace are a competition. The best is to ignore them, rather neglect them when they get aggressive. The statements from two groups of respondents throw some light on organisational work culture and ethics of private hospitals, semi-private/charitable hospitals and private medical colleges, intergenerational conflict and generativity. The dissatisfaction, like in other parameters is higher in private hospitals compared to semi-private/charitable hospitals and private medical colleges.

The low scoring respondents from HR consultancies with Mean score 3.50, in NGOs with Mean score 7.50 and in startups with Mean score 8.75 gave no qualitative responses on this parameter.

The low scoring doctor respondent from the public sector with Mean score 6.50 shared the same reason as respondents from financial services, doctors and the armed forces. Stereotyped and conflicting views of the younger generation, and looking at the elderly as a competition causes intergeneration conflict and an impediment to them caring and taking responsibility for other people.

The respondent shared he cared for everyone, however only those colleagues, who were close to him approached him for help and advice. He discussed the resentment by people that someone retired is continuing to influence things. He added, *“In my case there is no resentment as such people bothering you but they start leaving you alone, which is except one or two close colleagues. Others who are working with your earlier stop coming to ask to participate in projects. A lot of my work is interdisciplinary but after you retire it sort of drifts away.”*

4.6. Conclusion

Generativity in the work framework elicited some relationships such as the high scoring elderly see ageing as an enrichment (attitude towards own ageing), an opportunity to contribute to betterment of work community (purpose in life), self-acceptance and be meaningfully engaged. The generative motive and action at the workplace make them satisfied, emotionally and cognitively motivated, and meaningfully involved. The warm and satisfying relationships help them feel emotionally motivated and increase their inner-satisfaction and inner-desire. Further, relationship was seen among generativity, motivation, wellbeing, job satisfaction and self-actualization which shows how generativity affects work output. The results from our research study have some common findings to the research projects, Generativity as a Route to

Active Ageing (Kruse and Schmitt, 2012), where the authors reported improvements in generativity were substantially correlated with self-acceptance, purpose in life, meaningfulness, lonely dissatisfaction, and attitudes towards own ageing. And Generativity at work: A meta-analysis (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021), where the authors reported relationship between generativity, motivation, wellbeing, career outcomes and the resultant importance of generativity for favourable work outcomes.

The **high scoring elderly** enjoy positive intergenerational relationships at workplace. They feel responsible for the young generation (co-workers), empathize and understand them, guide, teach and correct them, expose them to developmental programmes for professional growth, practice participative approach, two-way communication and learning. Thus, developing intergenerational bonds and making knowledge transfer process continuous. The elderly from various groups of respondents had unique implementations to facilitate knowledge and skill transfer such as continuous self-upgradation of knowledge and skills (HR consultancies), achieving professional excellence through analytical and participative approach (financial services), balanced learning through theoretical and practical experience (startups) and feed-forward mechanism (armed forces).

The strategic high scoring elderly have a vision and understand the importance and advantages of contributing professionally for betterment of workplace, work community and bring about changes through various initiatives and measures such as meaningful involvement and meaningful work, professional excellence, innovation and learning, balancing strategy and implementation, building heterogeneous teams and healthy intergenerational relations and Self-Actualization.

The high scoring respondents rely on their innovative capabilities such as lateral and proactive thinking, and developing intergenerational ties so as to bring about long-term impactful professional contributions, improved productivity and recognition to the organization. These respondents avail autonomy, are meaningfully involved, motivated and confident about themselves.

The high scoring respondents keep avenues open to explore prospects for being productive and creative. They are experienced observers and creative thinkers, who have various professional qualities such as analytical minds, commitment, an eye for perfection, self-awareness, determination, team work, motivation, prioritisation and risk handling, problem solving and learning through creativity. Other than these commonalities, the high scoring respondents from various groups had some unique ways to be productive and creative such as disseminate professional knowledge to the young generation (doctors), harness untapped human potential and talent (HR consultancies and startups), undertaking soft-analysis (financial services) and inculcate multidisciplinary (armed forces and public sector). The high motivation levels coupled with positive relations with co-workers lead them to be productive and creative at work places and be intellectually and emotionally contented.

The high scoring respondents have a purpose in life and that is to be involved in humanity such as caring and taking responsibility for the younger generation by giving people centricity the

highest priority, their development and future, build trusting relations and humane bonds (intergenerational bonds), sensitize them to take care for others, helping them and wanting their wellbeing, and positivity on working with juniors and respecting them. This made the respondents feel important and generative, and made the younger colleagues feel happy. Some respondents took to serving the society.

In addition to the commonalities, the analysis of high scoring respondents from various groups had some distinct findings regarding caring and taking responsibility for others, for instance, achieving employee fulfilment at work by creating comfortable workplace, developing employee confidence and long-term bonding (HR consultancies), professional cognizance (financial services), equal treatment and commitment to all co-workers (armed forces) and setting examples for others to follow (doctors).

For various reasons, **the low scoring respondents** were not able to utilise their professional and personal competences in intergenerational relationships at workplace. They struggled vis a vis various subcomponent of LGS which aggregated to them not being generative and having positive intergenerational relations at workplace.

The general concern of the elderly for the young generation was their degrading altruism, self-integrity and non-acceptance of the elderly by the young generation. Also, lack of opportunity structures in the organizations hampered the transfer of knowledge and skill. They faced issues at work such as reduced autonomy and decision-making, stereotype, compromise with ethics, disbalanced work-life and discriminatory HR policies causing them demotivation, dissatisfaction, hence unable to utilise their professional and potentials in intergenerational relations at workplace. They faced detriments such as handling multiple assignments (HR consultancies and financial services), indifferent outlook and work-related approach of colleagues (doctors and armed forces), dearth of finances and non-congruent government policies (starts up and NGOs) and excessive centralization (public sector) that leave them with little opportunity to be innovative, thereby causing them dissatisfaction, emotional and productivity loss, and preventing them from focusing on developing intergenerational bonds. Further, they faced issues that hindered their productivity and creativity, namely, organizational policies as impediments to productivity and creativity (financial services and the armed forces), negative attitude and immoral practices of the young generation (startups). Similarly, the low scoring respondents faced age discrimination, intergenerational conflict and generativity mismatch and non-Age friendly culture (financial services, armed forces and the doctors) that prevented them from taking care and responsibility, hence not being able to be generative.

The **gerontological discussion in India** is focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of generativity from work perspective touched upon.

Since this study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and various factors of generativity at workplace. This study contributes to form the base for further research in the Indian scenario on generativity at work,

effects of generativity at work and provides policy advice inputs. It also compares results with international studies such as Generativity as A Route to Active Ageing (Kruse and Schmitt, 2012) and draws the Best Practice of promoting intergenerational dialogues as a way to improve generativity. Similarly, it draws Best Practice from the study, Generativity at work: A meta-analysis (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021) that shows the relationship between generativity and work outcomes.

Some specifics were recognised for India wrt intergenerational relationships at workplace. The young generation and other co-workers obey the elderly, specifically those at high positions due to two factors, job insecurity and cultural values. This finding is peculiar to the Indian scenario. The Indian workplaces have conservative cultures and are hierarchically structured where those at high positions are influential and decision makers. They are religiously listened to and followed either because people think they can harm their positions or they can help them in professional growth and opposing them might mean jeopardising positions. So, the intergenerational relationships at workplace are positive for the high scorers. Contrarily, in the west the workplace provides open culture where it is healthy to disagree with the seniors and this is construed as difference in viewpoint and if done for right reasons is appreciated. Also, in west people treat work and personal lives separate and practice worklife balance. Second, the Indian cultural values condition the young to respect their elders. The elderly are in general obeyed, respected and not objected to by the young in the family or in the community. Hence, the high scorers enjoy respect of the young generation. Extrapolating this point to the low scorers, it can be said that though they face intergenerational conflicts, generativity mismatch and don't have fruitful relations with the young at workplace, they however, still get some form of respect from the young due to imbedded cultural values.

Chapter 5

Elderly, Workplace Dignity and Wellbeing

5.1. Summary

The research study adopts **dignity of older people by Nordenfelt (2003)** to explain the meaningful engagement of older people in work environment. The two objectives that relate to Satisfaction, Wellbeing and Aspirational Dignity are to examine the extent to which elderly people are actively involved in the reemployment/second innings, the interest of the elderly in such an engagement and the importance of this commitment, above all, for the individual's emotional condition and; To what extent older people in the commitment described here see as opportunity to realize their personal criteria of good life.

In the research, In the research, qualitative data was collected with the help of indepth interviews based on the objectives and quantitative data was collected from the responses using Ryff's Scale. Based on the Mean scores, the respondents under each subcategory were divided into two groups, namely high performers (those who scored equal to or above the Mean score on Ryff's Scale) and low performers (those who scored below the Mean score on Ryff's Scale). Indepth interviews were taken and the Ryff's Scale scores and interview responses threw light on commonalities among various groups of respondents, their distinct characteristics and at the sametime highlighted issues and challenges.

The result showed that for high scoring elderly wellbeing at workplace meant more than working and performing. Dignity was found to be important to the retired rehired and it was seen as a multidimensional notion. It meant autonomy, meaningful involvement, meaningful engagement and meaningful workplace, self-esteem and respect (dignity of identity), positivity, availing physical, social and cultural opportunity structures and equality (human rights), self-actualization, and for some spirituality and societal involvement (spiritual attributes). Further, the workplace milieu showed direct relation to satisfaction and wellbeing. The milieu related aspects included workplace practices and settings, relations with co-workers, age friendly organizational climate, management outlook, organizational personnel policies, occupational stress and individual personalities. The quality of work lives of these elderly were found to be affiliated to their purpose, autonomy, motivation, emotional condition, inner life in old age and aspirational dignity, that is an opportunity to realize their personal criteria of a good life.

The low scoring respondents faced unfavourable conditions such as limited participation in decision-making process, remuneration, unfriendly organizational policies & workplace culture, limited opportunity structures, incompatibility with co-workers and differing morals and ethics of the young generation. They work under occupational stress and suffer from lack of meaningful workplace, work and involvement.

Statistically, the results showed that average scores of low and high scoring respondents significantly differ in overall Ryff's Scale score and its subcategories. Each subcategory is significantly associated with each other which shows that improvement in one category can lead to improvement in other category. But Job type doesn't have a significant effect on average Ryff's Scale score. Further, it was found the respondents with high performance or scores in

Personal Growth and Autonomy have a better chance to perform well in Generativity, whereas the high scoring respondents in Self-Acceptance and Positive Relations too have a chance to perform well with two subcategories of LGS. Same holds for high scorers in Purpose in Life who stand a chance to perform well on one subcategory of LGS.

5.2. Introduction

Psychological well-being (PWB) outlines psychological and social engagement as the measures of well-being. As explained by Ryff, in psychological wellbeing an individual functions positively in six facets of life and it is his or her capability to realize a meaningful life.

Wellbeing is an individual's condition of physical, emotional and psychological contentment. Wellbeing has effect on developing one's potential, inner life, relationships with others and helps one have directedness. Wellbeing is associated with not only personal life but also professional life and aspects associated with it such as creativity, productivity, positive outlook, positive relations, overall development, self-acceptance, knowledge and skills transfer to others. Wellbeing is related to life satisfaction as life satisfaction is a measure of wellbeing and it encompasses positivity towards life. Further, it is recognized that the concept of wellbeing is associated with health and the quality of life (QoL) (QoL refers to an individual's health, social relations and attitude towards life). As Wenger et al., (1984) defined Quality of Life (QOL) as "an individual's perceptions of his or her functioning and well-being in different domains of life."

In our research we studied generativity and well-being. A survey was conducted involving retired rehired elderly, who took up second innings (jobs after retirement) and selective employers. The research sought to study the occupational and personal potential of older people who chose to work after retirement and how the opportunity structures, be it financial, social or physical support the elderly at the workplace along with the personal and professional capabilities. And are appropriate opportunity structures created so that the elderly can also find the opportunity to implement their cognitive, emotional and motivational potentials in intergenerational relationships.

Our research study dealt with the following objectives. The second and third objectives relate to Satisfaction, Wellbeing and Aspirational Dignity.

- To understand the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations.
- To examine the extent to which elderly people are actively involved in the reemployment/second innings, the interest of the elderly in such an engagement and the importance of this commitment, above all, for the individual's emotional condition.
- To what extent older people in the commitment described here see as opportunity to realize their personal criteria of good life.

5.3. Data and Methodology

In the research qualitative and quantitative data were collected separately. The qualitative data was collected with the help of interviews based on the objectives and the quantitative data was based on the responses collected through Ryff's Well-Being Scale (Satisfaction and Well-being) and Loyola Generativity Scale (Generativity).

The Mean score of the respondents was calculated on the Ryff's scale and analysis done. Taking this Mean value, the respondents under each subcategory were divided into two groups, those who scored equal to or above the Mean score on the Ryff's scale and those who scored below the Mean score on the Ryff's scale. Those with scores equal to or above the overall Mean score are high performers and those with scores lower than the Mean score are low performers on this scale. The analysis is based on this categorization and will be dealt with accordingly i.e., first discussing the high performers across subgroups followed by the low scorers. Further, the data was analyzed based on categories of respondents under the heads, Services, (comprising of are Doctors, Armed Forces, Financial Services, HR Consultancies, Startups and NGOs), Government and Public sector, and the Industry.

The Ryff's Well-Being Scale is a Psychological Wellbeing (PWB) Scale that measures six aspects of wellbeing and happiness. The response categories are classified into Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life and Self-Acceptance. Each category contains seven items or statements. Ryff's scale is a 42-item scale in which there are 20 negatively phrased statements. Respondents rate how strongly they *agree* or *disagree* with 42 statements using a 6-point scale (1 = strongly disagree; 6 = strongly agree). The scale includes questions related to autonomy, environmental mastery, personal growth, relations with others, purpose of life and self-acceptance.

For each category, a high score indicates that the respondent has a mastery of that area in his or her life. Conversely, a low score shows that the respondent struggles to feel comfortable with that particular concept.

For analysis we did Factor Analysis calculating the 'Simple Mean Score' i.e. the score for each category is taken as the average of scores in each category. To find out the average of the scale the mean of all six categories is calculated and the resultant figure presented. The scores are substantiated with the qualitative findings and the scaled statements are described.

This chapter presents the analysis on Wellbeing of respondents. The findings from the Ryff's scale and the interviews threw light on commonalities among various groups of respondents, their distinct characteristics and at the sametime highlighted issues and challenges.

Table 5.1: Ryff's Scale scores of categories, Services, Public sector and Industry

Category of Respondents		Autonomy	Environmental Mastery	Personal Growth	Positive Relations	Purpose in Life	Self-Acceptance	Total	Avg
Doctors	Average	4.53	4.48	5.06	5.01	4.69	4.98	201	4.79
	Sd	0.75	0.47	0.54	0.81	0.64	0.71	17.51	0.42
Armed Forces	Average	4.86	4.76	4.63	5.24	4.59	5.14	201	4.79
	Sd	0.62	0.58	0.97	0.54	0.76	0.62	22.01	0.52
Financial Services	Average	4.78	4.81	5.14	4.95	4.83	5.14	207	4.92
	Sd	0.65	0.61	0.36	0.41	0.67	0.43	15.81	0.38
HR Consultancies	Average	5.10	4.54	5.37	5.01	4.53	4.97	207	4.92
	sd	0.69	0.54	0.48	0.86	0.72	0.67	20.48	0.49
Start-ups	Average	5.00	4.67	5.46	4.98	4.89	5.17	215	5.15
	Sd	0.60	0.50	0.45	0.66	0.75	0.46	13.13	0.32
NGOs	Average	4.36	4.49	4.79	4.61	4.51	4.80	193	4.59
	Sd	0.60	0.38	0.87	0.76	0.53	0.62	19.08	0.46
All Services	Average	4.76	4.62	5.14	5.03	4.75	5.03	204	4.85
	Sd	0.76	0.57	0.67	0.71	0.66	0.58	19.77	0.47
Public sector	Average	5.13	4.66	5.31	5.16	5.11	5.23	211	5.04
	Sd	0.58	0.50	0.75	0.46	0.50	0.61	17.32	0.41
Industry	Average	5.29	4.14	5.43	5.43	5.57	5.57	220	5.24

Note: there is only one sample in industry. So, standard deviation is not calculated

5.4. Results from quantitative analysis

Table 5.2 shows average or mean scores and t statistics for the overall Ryff's scale and its sub-categories. The average score for the high performing (Group 1) and low performing (Group 2) are 5.25 and 4.42 respectively. The gap between the two groups is 0.83. In order to examine the statistical significance of this gap, t-test was conducted between the average scores of the two groups. The t-statistics is 16.73 between the two groups. It is statistically significant within 1 percent level. This indicates the gap in the average or Mean Ryff's scores between the high scoring and low scoring respondents is statistically significant. The average scores in autonomy

are 5.32 and 4.16 for the two groups respectively with the corresponding gap of 1.16. The t-statistics is statistically significant in this case as well. The gap in the mean score is the highest for autonomy and the lowest for environmental mastery. The t-statistics is statistically significant for the Ryff's scale and for all sub-categories. This indicates that the low and high performers differ significantly in terms of performance on Ryff's scale and its sub categories.

Table 5.2: Average scores and t-test by sub-category, Ryff's scale

	Average score			t	Observation	
	Group1	Group2	diff		Group1	Group2
Overall Ryff's scale	5.25	4.42	0.83	16.73*	47	36
Autonomy	5.32	4.16	1.16	13.48*	44	39
Environmental Mastery	5.04	4.19	0.85	11.66*	41	42
Personal Growth	5.61	4.52	1.09	11.35*	45	38
Positive Relations	5.51	4.44	1.07	11.62*	46	37
Purpose in Life	5.27	4.21	1.06	12.75*	43	40
Self-Acceptance	5.55	4.55	1.00	12.58*	42	41

Note: degree of freedom is 81; * implies statistically significant within 1 per cent

The gap is statistically significant for every sub-category; the scores above and equal to the overall average Ryff's score are identified as high performers and those performing below the average Ryff's score are low performers.

In order to examine the association between different sub categories a correlation matrix between every pair of the sub categories is shown in Table 5.3. The magnitude of the correlation coefficient for the subcategory autonomy ranges from 0.25 with purpose in life to 0.56 with self-acceptance. Thus, autonomy is positively associated with each sub category and the magnitude is also statistically significant. The strength of this association is highest among those performing well in self-acceptance and it is lowest with purpose in life. This means that respondents with high performance in autonomy perform high in terms of self-acceptance also. With other sub-categories the strength of this association is relatively lower. The environmental mastery is positively related with other four subcategories. The strength of the association is highest in self-acceptance and lowest in personal growth. This indicates that respondents with high score in environmental mastery have a better chance to perform well in self-acceptance and relatively weak in personal growth. The personal growth is also positively associated with positive relations, purpose in life and self-acceptance. This association is relatively weak with positive relations and strong with purpose in life and self-acceptance. The association of positive relations is high with self-acceptance and low with purpose in life. The purpose in life is positively associated with self-acceptance but the magnitude is low.

The correlation matrix shows that the association of self-acceptance with autonomy and positive relations is the strongest, while the associations of environmental mastery with

autonomy and personal growth are weak. The associations between positive relations and personal growth; And autonomy and purpose in life are weak.

Table 5.3: Pearson Correlation matrix among sub-categories, Ryff's scale

	Autonomy	Environmental Mastery	Personal Growth	Positive Relations	Purpose in life	Self-acceptance
Autonomy	1					
Environmental Mastery	0.35*	1				
Personal Growth	0.43*	0.27*	1			
Positive Relations	0.39*	0.40*	0.35*	1		
Purpose in Life	0.25*	0.45*	0.47*	0.41*	1	
Self-Acceptance	0.56*	0.48*	0.47*	0.58*	0.46*	1

The correlation is statistically significant for every pair

The Table 5.4 shows the result of the Analysis of Variance for Ryff scale with the category of job. The **F-value** is very small for the job sector. The **Pr(>F)** column shows that the p-value of the F-statistic is also high. The p-value of the independent variable, job, is not significant ($p > 0.05$), it is likely that job type does not have a significant effect on average Ryff score.

Table 5.4: ANOVA for Ryff's Scale

Source	Partial SS	df	F	Prob>F
Model	2.46	7	1.72	0.1175
jobs	2.46	7	1.72	0.1175
Residual	15.36	75		
Total	17.82	82		

Adjusted R square-0.0578; observation-83

In order to examine the association between different sub categories of Ryff's scale and Loyola Generativity Scale (LGS) a correlation matrix between every pair of the sub categories is shown in Table 5.5. The magnitude of the correlation coefficient for the subcategories ranges from -0.09 to 0.42, indicating negative to positive correlation. Further, correlation is statistically significant for several pairs. Autonomy is positively correlated to four sub-categories and these correlations are statistically significant, Personal Growth is positively correlated to all sub-categories and these correlations are statistically significant, Positive Relations and Self-Acceptance are positively correlated to two sub-categories each and these too are statistically significant, Purpose in Life is positively correlated to one sub-category and the correlation is

statistically significant. Environmental Mastery does not show any statistically significant correlation. The strength of this association is highest among those performing well in Personal Growth and Autonomy, indicating closest relation between Ryff’s scale and LGS in these two sub-categories and it is lowest with Environmental Mastery. This means that respondents with high performance or scores in Personal Growth and Autonomy have a better chance to perform well in Generativity, whereas the high scoring respondents in Self-Acceptance and Positive Relations too have a chance to perform well with two parameters or sub-categories of LGS. Same holds for high scorers in Purpose in Life who stand a chance to perform well on one parameter of LGS.

The correlation matrix shows that the association of personal growth and autonomy is the strongest with generativity sub-categories, self-acceptance and positive relations have a mid-level relationship with generativity sub-categories. Purpose in Life has statistically significant correlation to one sub-category, while Environmental Mastery has no correlation.

Table 5.5: Pearson Correlation matrix among categories of Ryff’s scale and LGS

	A	b	c	d	e
Autonomy	0.20	0.29*	0.34*	0.31*	0.28*
Environment mastery	0.08	-0.09	0.04	0.08	0.11
Personal growth	0.23*	0.36*	0.42*	0.38*	0.32*
Positive relation	0.13	0.15	0.29*	0.21	0.24*
Purpose in life	0.08	0.16	0.22*	0.17	0.04
Self-acceptance	0.09	0.13	0.33*	0.24*	0.02

*Implies that the correlation is statistically significant for the pair; Note: ibid

5.5. Results from qualitative analysis

Autonomy

Under Autonomy, high scorer may be regarded as self-determining and independent; able to resist social pressures to think and act in certain ways; regulates behavior from within; evaluates self by personal standards. However, low scorer is concerned about the expectations and evaluations of others; relies on judgments of others to make important decisions; conforms to social pressures to think and act in certain ways.

The scores of respondents in categories, Services, Public sector and industry ranged between 4.76 to 5.29 indicating average to good performance.

The scores of high performing respondents in ‘Services’ ranged between 4.43 to 5.52 indicating average to good performance in terms of Autonomy. Explaining high scores and commonalities among Doctors, HR consultancies, financial services, Armed forces, Startups and NGOs through qualitative findings.

Analyzing similarities among high scorers. The respondents under the categories, Services (Doctors, Armed Forces, Financial Services, HR consultancies, NGOs, Startups), Public sector and industry shared their reasons for taking up second innings. The most common reason shared was being productive and busy. They said they are busy with second inning with the purpose to involve themselves to do something. For most respondents their health and wellbeing (self-motivation) was important and they said in order to maintain their health and wellbeing it was necessary to be meaningfully busy and also do something useful for the society. The third most important reason that came from Armed services personnel and the startup owners was financial stability. These respondents opined they had financial obligations such as their children's education (since Armed forces personnel retire at comparatively younger age) and lack of pension and other security measures post retirement.

One of the most important aspects of Autonomy is respondent's ability to take part in decision making process. The high scorers irrespective of the category they came from showed stark similarities as they are part of decision-making process. Most of these respondents were well placed and well networked in previous jobs and they continue enjoying high status in current jobs.

The high scoring respondents from HR consultancies, doctors, financial services, startups, NGOs, armed forces, public sector and industry are self-determining and independent.

The high scoring doctors group had a Mean score of 5.03 and they retired from government medical service, either Government Medical Colleges, Government hospitals or Armed forces. The hiring post retirement of these doctors was seen in private or semi-private hospitals and private medical colleges. No case was observed of an extension in existing government job. The respondents are self-determining and independent due to their long years of experience in government setup and that they held high positions such as Head of Department, Medical Director and Principal, Medical College. Because of their strong positions they were involved in decision making in previous organizations. In the current jobs they are either hired through references or were head hunted because of their past lustrous career, their ability to attract and/or bring patients, their contacts in the government that can bring contracts to the current organization, favors and projects and their name adds value to the organization. Thus, making the management want such doctors and gives them autonomy to take some decisions independently and some in consultation with the management. Further, their expertise and experience endow them with self-determination at work and in taking decisions.

Some high scoring doctors are doing their third innings on contractual honorary basis. They are respected in the organization and are approached for decision making such as introducing new courses, upgradation of education system and other departmental decisions. Some of them are involved in administrative decisions too. Further, they are given scientific freedom. They are satisfied with their roles and the management wants to retain them. The respondents are celebrated doctors and scientists who have held important positions in the past. They come with a rich international experience too. The advisory role they perform are upto their expectations. The respondents joined the current organizations at high positions, hence did not face challenges with their team or with the management. The remaining high scoring respondents

are doing their second inning on contractual basis. They too enjoy autonomy to some extent. They are decision takers at Departmental level, are heard and their recommendations taken. The final decisions, however, lie in the hand of the management. The overall organizational strategy is decided by the board i.e. the top management. The respondents have no role in organizational decision making. The respondents are satisfied with the roles that have been assigned as these were discussed prior to hiring and were agreed upon. The will to keep busy/being productive, serving the society and maintaining health and wellbeing (self-motivation) are the main factors behind the decision to start second and third innings. Need of Financial stability was recorded by some as the reason for doing second inning, however it was not a major factor as most of the respondents are getting pension from previous government jobs which is enough to sustain well. As stated earlier the characteristics observed in doctor respondents were seen in respondents in other categories of respondents as well.

The high scorers from Armed Services have a Mean Score of 5.11 and the finding is similar to doctor respondents that two respondents from the armed services play a role in organizational decision making while the others are confined to departmental level decision making. Further, the respondents are self-determining and independent for some reasons similar to doctor respondents. Their long years of experience in the government setup involved them in decision making machinery. Hence, they developed strong networks making them capable of getting business and making them desirable employees by the corporate. Some respondents retired from important governmental positions that give them power, make them eligible to be part of decision-making machinery and to have important discussions with the government and other decision takers. These respondents held strategic positions with the government and in the Army, thereby developing strong professional networks nationally and internationally, and building personal rapport with the decision makers. This factor makes them useful/attractive for private industry and hence they were hired at advisory positions in the corporate. Their expertise and experience endow them with self-determination at work and in taking decisions. The remaining respondents have their new jobs aligned to administration and security irrespective of their past experience, qualification and past expertise. So, the respondents were more or less confined to departmental decision-making body. However, despite odds at their workplace, the respondents due to their strong past, they are highly determined, perseverant and take fact-based decisions.

The high scoring respondents from financial services with Mean score 4.75 share commonalities with doctors and HR Consultancies such as their strong past, knowledge, experience, the resultant confidence and current positions at the workplace (in capacity of firm partner or senior position in a firm) make them self-determined and fairly independent. The respondents are fairly independent in their roles and are involved in decision making in the organization. They shared they take decisions effectively and independently wherever they are involved. They believe in taking an approach that is productive for people and for the organization. They are cognizant of facts and feel satisfied and productive being a part of their current organizations.

The high scoring respondents from HR consultancies with Mean score 5.52 share commonalities with other respondents and more with the respondents from financial services. The respondents are involved in decision making process and are often consulted for organizational processes. The respondents are either partners in consultancy firms or they are heading their respective departments, hence they are consulted for important decisions. Since the firms they are involved in are small in size, it makes their presence important for the organization. As discussed in “Financial Services’ category the CA firms function quite similar to the consultancy firms, hence the findings are quite similar. As far as decision making process is concerned, as partners or senior recruits, the respondents get independence in thinking, putting forth their suggestion and being part of most organizational decisions. These firms have procedures that run through the partners and if needed, small committees are set up. More, the strong past, knowledge, experience and confidence of the respondents lend them the above said quality.

The high scoring respondents in self owned Startups with mean score 5.0 share similarities to Financial Services, HR Consultancies and NGOs. In these categories the respondents being the co-owners of the firm or being at a high position share common characteristics. The respondents in Startups too are self-determining and independent. They being the co-founders of startups are the decision makers in the organization along with their partners. The company related matters are discussed among the partners and decisions are taken. Though the departmental responsibilities are segregated, still the organizational decisions are taken collectively. The partners consult each other when they need expert advice or it is pertaining to the department the partner is handling.

The high scoring respondents from the Non-Governmental Organizations (NGOs) respondents with Mean score 4.43 too, are absolute decision makers and have autonomy in decision making, independence, working style, strategic competence, professional aptitude and executing actions.

The high scoring respondents from the public sector with Mean score 5.41 have commonalities with other groups such as they are hired post retirement in the government jobs as they are high performers, well networked and held important institutional positions. Their current jobs too, offer them independence in decision making and give them room to participate in overall organizational decision-making process. Their current positions offer them working at strategic level and they are involved in taking some key decisions. Their role is not “You deciding” but “Helping others decide” and that's where their roles become very significant. Several respondents are associated with various state and national level committees and the government seeks their views. The respondents in this group are generally self-determining and independent. They take decisions based on experience, knowledge and findings thereby these decisions are less influenced by others (unless the opponent suggestions are pragmatic and evidence based). In general, they are confident make fact-based decisions even though they are on controversial matters.

The high scoring respondent from the industry with Mean score 5.29 is self-determining and independent. The commonality seen with other groups is that the respondent by virtue of his

high position in the organization is an inherent part of the decision-making body. More, his closeness to one of the company directors makes him confident, emotionally elated, independent in thought process and determined. The respondent is the Project Incharge/Director and is responsible for technical and administrative decisions. He is a part of organizational management, hence involved in decision making. He shared the organisation hires consultants for specific projects and takes collective decision as per their advice. The project designing is as per the Tender.

The respondents from financial services, HR consultancies and startups are able to resist social pressures to think and act in certain ways.

The respondents from financial services are multitask handlers. They take lead and complete ownership and do what they feel is good for organization's growth and development irrespective of opposition from others and without any hesitation. These respondents work and act basis their experience and objective evidences. This could be ascribed to their strong past and current positions at the workplace and their abilities as autonomous individuals who have various professional strengths such as causal thinking, competence in dealing with complex situations, pronounced decision-making, action economy, team management, conflict management and exercising control. Hence, they are able to resist social pressures to think and act in certain ways.

The respondents from HR consultancies being seasoned professionals are able to resist social pressures to think and act in certain ways. Their organizations have a federal structure and the entire business is based on one's work profile and reputation in previous workplace. As firm partners or senior position holders in the organization they take ownership and take decisions in favor of the organization. In their roles the respondents mostly take care of the content part of the business such as developing business proposals, taking care of training procedures, business development and administration. They are based on the effectiveness of the organization before final delivery of the assignment. Quoting a respondent, who said, "*As a team we take care of all functions of the organization and work collectively towards achieving productivity, efficiency and overall customer excellence.*" Further, these respondents maintain standards as per norms and try evaluate processes, work and personnel as per these norms. These respondents are multi-task handlers and they look into several functions in the organization. Further, the respondents have professional strengths one acquires through experience. Thus, these respondents show similarities to financial services and startups.

Similarly, the respondents from the startups shared they are able to resist social pressures to think and act in certain ways: the respondents shared they are the senior most and the most qualified partner in their respective firms, hence they are respected and listened to. They participate in all decisions and give advice to other partners even if they think it is against the idea of their partners. Usually, the young partners take up sales and marketing role while the senior partners handle R & D. One respondent said, he, at times takes instant decisions pertaining to product development as he has full scientific freedom. However, he consults his partner for administrative and engineering products related decisions. These findings show some similarities to responses from financial services.

Further, the high scoring respondents in financial services evaluate self by personal standards. They know when to draw a line and where possibly they are going wrong. They try correcting or holding back themselves whenever necessary. Quoting a respondent, who said, *“I don’t believe in the philosophy that I am always right. To err is human and so am I capable of making errors and I have shortcomings too. I know when to stop influencing others.”* To sum up, the respondents are formally involved in decision making process in current organizations and are satisfied with performances and roles assigned to them and for them their work is meaningful.

The low scoring respondents from HR consultancies, financial services, startups, NGOs, public sector and industry faced issues vis-à-vis Autonomy parameter. Their scores ranged between 4.76 to 5.41 and the issues they faced had some similarities and dissimilarities. More, the respondents shared their reasons for taking up second innings. The most common reasons were being productive and busy, serving the society, financial support, well-being and prevention of deterioration of health. Most of these respondents, in their current organization are not higher than the position of a “Team member”; hence they have comparatively diminished roles in their current organizations. At departmental level they are performing routine jobs and they are not involved in administrative and/or strategic decisions. The low scoring doctor respondents and armed forces shared common reasons for dissatisfaction and are analyzed separately in the document.

The low scoring respondents from HR consultancies and financial services are concerned about the expectations and evaluations of others.

The low scoring respondents in HR consultancies with Mean score 4.46 shared some issues. These respondents are working in capacity of employees or consultants to firms. Hence their autonomy is not as high as the firm partners. These respondents, as consultants are serving more than one organization at a time, hence face work pressure and deal with expectations of the firms they are engaged with. Whether as employees or consultants their participation in decision making process is limited. They are involved in departmental decision making, while the organizational decisions lie with the management. Quoting a respondent, who said, *“I have been consulting organizations and I am asked for help whenever required. I’ve collaborated and worked in partnership in the past and present, for example, with leadership and development centers. I have been able to certainly influence the process to a certain extent but believe not to interfere but to suggest.”* The respondent doesn’t want to take the blame of wrong decisions that he is not involved in. He rather suggests the stakeholders and leaves it to them to take decisions. He is concerned about the expectations and evaluations of others.

The low scoring respondents from financial services with Mean score 4.81 shared they were pushed being into handling more than one job. Though experts in financial field, they handle administrative issues and that make them unhappy. They have relevant experience and knowledge pertaining to financial services and since have no idea of administrative role, they feel helpless as and when approached for details and suggestions. This leads them to be concerned about the expectations and evaluations of others. And this is affecting their health and wellbeing. For this reason, are unable to concentrate on other work-related issues either.

The low scoring respondents from HR consultancies, financial services, startups and public sector rely on judgments of others to make important decisions.

The low scoring respondent from HR consultancies has been directly involved in the system and procedures which are by large result oriented. The respondent develops and suggests models that can be applicable and make companies highly profitable. However, he works as per priority and advice of the management. This way his autonomy is limited and relies on judgments of others to make important decisions. The respondent said, *“Whenever the company is confused with their HR management and not aware about which facilities are advantageous for them, I help them make excellent use of that. But my suggestions are overridden by the management.”*

The low scoring respondent from financial services shared he doesn't have a permanent full-time role. He rather visits several organizations. Different organizations mean different work cultures, different expectations and different ideologies and this gets difficult for him at times. So, he tries keeping away from decision-making machinery of the organizations and maintains his focus on financial work and trainings assigned to him. Each organization provides him with their expectations and the respondent has little choice but to follow. For instance, the organizations force upon him lecture topics and styles that he has to follow. Thus, he relies on judgments of others to make important decisions and does Adaptive preference.

The low scoring respondent from startups shared he relies on judgments of others to make important decisions. He faces issues with participants in the incubator. He validated, *“Business is not always about converting ideas into a product but majority depends on the business process that decides success.”* If one wants to start manufacturing but has no idea about the same, it can be disastrous. There should be proper communication and decision-making process that each participant should follow. Indeed, they should listen to the incubator incharge's advice and take decisions accordingly. Thus, the respondent is completely dependent on others and doesn't use his judgement to make decisions.

The low scoring respondents from public sector with Mean score of 4.78 shared their issues. The respondents shared they don't enjoy full autonomy. The final decisions depend on what others are doing and tend to be influenced by people with strong opinions. At times they do collective decision making with colleagues. This could be ascribed to current positions at the workplace where strong opinionated people could be the formal decision makers. This is hinting at a possible intergenerational conflict and that the respondents rely on judgments of others to make important decisions.

The low scoring respondents from HR consultancies, financial services and public sector conform to social pressures to think and act in certain ways.

Low scoring respondent from HR consultancies shared that he is a visiting faculty in several institutes. In the institutes he is responsible for teaching, addition of new human resource programs, playing an administrative advisory role such as setting and correcting the examination papers, guiding students in conducting their projects, conducting with world of

business and commerce for exploring business opportunities for students. Though he has organizational support, he, however, has limited autonomy and depends on institutional heads and boards for approval. Thus, the curbed autonomy compared to previous jobs makes the respondent conform to social pressures to think and act in certain ways.

The low scoring respondent from financial services shared his reasons for dissatisfaction with Autonomy parameter. He shared he teaches according to his own style. He moved from a being a full-time banker to being a trainer and financial resource in the second inning. In the banking sector he was the chief manager and handled the administrative role and was a central faculty in the nationalized bank. He added in his previous job he was the permanent member of the national pool of trainers but now he feels being reduced. He said he conforms to social pressures to think and act in certain ways. He said he needs financial support and wanted to be busy meaningfully but things didn't work out the way he wanted for himself.

The low scoring respondent from public sector shared how they conform to social pressures to think and act in certain ways. As a respondent shared that he explicitly ruled out his goal/aim to be in decision making process. He cited, *“As far as decision making is concerned, policymaking is concerned, influencing things are concerned – it is time to let go and be a mentor and advisor when asked for, because both here and abroad my friends in a similar position feel that it is time to let go.”* This finding lends another dimension that some retired rehired persons, though in strong positions, despite having independence and opportunities for development in their second innings, have goals other than enjoying power, they conform to some forms of social pressure and act in certain ways.

Another finding came from responses of low scoring respondents from the public sector. Though these respondents are not formally involved in decision making process but are still approached for advice and favors. For instance, a respondent was approached by the decision-making body in his current organization for suggestions on the proposed structural change in the organization. Him being a person of eminence and professional expertise gives him some leeway vis-à-vis autonomy. For example, being the past president of the Indian National Science Academy, he is eligible to nominate or suggest scientists for awards and to chair committees.

The low scoring respondents from the armed forces and doctor respondents shared some commonalities such as their dissatisfaction with remuneration, workplace and the decision-making. These observations were not seen in other groups.

Remuneration

The low scoring doctors with Mean score 4.12 reported issues with remuneration. The prevailing dissatisfaction on corporate business orientation, financial discrimination and non-congruent company policies were visible in the interviews. They shared discrimination between pay packages of the young and the old generations, pressure in private firms to perform, publish, produce tangible results, generate funds and the prevailing organisational politics caused them dissatisfaction. Other issue they raised revolved around the non-faculty staff remuneration

policies that are not conducive. The general tone of the respondents was that of dissatisfaction and adaptive preference. As one respondent said, *“As the matter of fact, the head officials of the organization must make some effective policies on hiring a retired person not on an honorary position but on monthly salary and must stop worrying that they have to pay to both old and young generations. Money is important for the working professionals, as they devote their time and energy and they respectfully deserve some remuneration out of it.”*

The low scoring respondents from Armed forces with Mean score 4.37 shared some common issues as with the doctors. They reported on being underpaid in comparison to assigned roles and responsibilities and what the corporates pay professional advisor companies or other full-time employees for similar jobs. For the respondents from the armed forces financial obligation was the main reason to work post retirement. As most respondents retired in their early fifties this finding resonates well with their high energy levels, young children to look after and pensions not in line with inflation. The corporates countered saying since the respondents were getting full pension from previous jobs, it would not be possible for them to pay as per financial expectations of the respondents. Further, the respondents found the private groups thoughtless, at times grappling with leaderlessness, short visioned, corroded and politics laden. This is in contrast to the armed forces where work is all about team work. Some respondents reported that due to their financial obligations, they had to accept commission for work done.

The respondents from Startups face more issues. They face financial stress due to lack of government support and non-availability of private funders. This in turn affects their business viability. More, the startup owners face other pressures such as Return on Investment (ROI), day-to-day administration and business running. This way they are different from the respondents from financial services and HR consultancies as they do not face financial stress per se.

Like startups, the NGO owners shared the financial stress and fund generation, and lack of government support as prominent challenges. Further, they face day-to-day administration and operational pressures. Without fund flow the operations remain a challenge.

Workplace culture

The doctor respondents shared various reasons for their dissatisfaction with the work culture. They shared the work culture and patient psychology were different in a private setup compared to a governmental setup. The general tone of the doctor respondents is that of adaptive preference. Quoting a respondent, *“Moving from government to private sector was not easy. In the current job there are lot of expectations from us. We work under lot of pressure. We work long hours and simultaneously we need to update ourselves regularly.”* They added, *“The patient profile is different from the previous job. Here a majority of patients come for a second opinion which was not the case in previous job.”* Some respondent commented that they were rather happy in their previous government jobs and it was the circumstances that led them to join the current organization. The only exception seen was in the case of a private medical college that is in formative years and the respondent being one of the founder members and the

current Head of Department hasn't face issues. The respondent is heard by the management and obeyed by the juniors.

The responses further revealed more issues faced by the respondents. They don't have a lustrous past like high scoring colleagues that they will be in demand and they face the fear of speaking out and continue doing Adaptive preference. For instance, several respondents said, *"Can't explain everything. There is no choice but to adjust with people and the new environment."* To quote another respondent, *"I can't say several things as you are recording the interview"*. These responses might hint at internal organizational strictness/politics and fear of the management as hindrance to opportunity to realize their personal criteria of good life.

The Armed forces personnel, irrespective whether they are high or low scorers shared similar experience regarding change of work culture.

The contrasting cultures of the armed forces and the corporate world, coupled with steep learning curve, organizational politics and self-centricity of co-workers put the respondents at unease. However, one respondent reported a new issue. The respondent narrated post retirement they came on board as consultant to four private companies and reported the corporates were apprehensive about hiring armed forces personnel who come without relevant experience. All that matters to them is the bottomline or ROI and daily accountability, where a much younger management person pressurized and bossed around on daily basis. This is in contrast to the armed forces culture where people rely on knowledge and experience and there is dignity of work. It took some time for the corporates to realize their potential and the international connects they have; they were then put into a Strategic Advisory role. Then onwards the respondent was invited to various meetings, especially the external ones where the corporates needed a face. The respondent added that in the corporate world the young generation is not serious about work and ethics. The contrasting aspects between the two worlds prevented them from showcasing or utilizing their full potential. Thus, the respondents were not satisfied with work related conditions and found their involvement not meaningful and the opportunity to realize their personal criteria of good life not fulfilling.

Decision-making

The low scoring doctor respondents are doing their second inning on contractual basis. They have curbed autonomy to an extent. Sometimes they are consulted by the Head of Department for departmental level decisions. They have no further role in decision making. It was further shared that the top most executives have power hunger when it comes to positions and they consider themselves as the king makers of the organization. Quoting a respondent, *"The structure of the organization doesn't entitle me to serve those roles. I only take decisions for my patients and for the students' research topics. As of now I am only the requisitioning authority and can't sanction anything. Only after the administration considers it cost effective and beneficial for the hospital then only the recommendation is further prioritized."*

The low scoring armed forces personnel shared they face a stereotype tag, 'Armed forces' and what it means to most people is 'Disciplined administrators.' The respondents reported issues

same as with doctors that their autonomy is curbed and their decision making is limited to departmental level. For financial matters and bigger decisions such as hiring, the organizational management takes all decisions. As far as administrative and security decisions are concerned, the respondents are listened to and relied upon. Hence most respondents were not satisfied with the roles that had been assigned to them. One respondent shared that his appointment in the organisation is in capacity of Chairman (on paper) but in reality, he is a teaching consultant. They are a part of decision-making process but only on paper because of their past rank and experience however the policy decisions come from the owners/founders. The respondent's name printed in official documents helps buy confidence of customers and helps get administrative, governmental and legal compliances sorted. However, the respondent tries restricting self to decisions pertaining to courses and student related decisions.

Environmental Mastery

It is assumed that high scorer has a sense of mastery and competence in managing the environment; controls complex array of external activities; makes effective use of surrounding opportunities; able to choose or create contexts suitable to personal needs and values. However low score has difficulty managing everyday affairs; feels unable to change or improve surrounding context; is unaware of surrounding opportunities; lacks sense of control over external world.

The scores of respondents in categories, Services, Public sector and industry ranged between 4.14 to 4.87 indicating average to good performance.

The high scoring respondents across services, public sector and industry have some commonalities and some distinct features. The respondents have worked in high positions in previous organizations and they continue with influential positions in current roles. Since they possess domain expertise, they don't find their work challenging. Nor they faced much professional challenges. They are adept in handling difficult and complex situations, handle large and diverse teams in their career, have impacted the organizations they work with. They are approached by colleagues mostly for professional advice and at times for personal advice too.

The scores of high performing respondents in 'Services' ranged between 4.70 to 5.21 indicating good performance in terms of Environmental Mastery. The respondents across all categories have more or less similar scores and so are their qualitative responses on the parameter. Most respondents are experienced in their fields, have a proven track record and are adept. Explaining high scores and commonalities among Doctors, HR consultancies, financial services and startups through qualitative findings.

The overall Mean score for high scoring doctors is 4.70 indicating above average to good performance. These respondents have a sense of mastery and competence in managing the environment. Further, they have good convincing power and are good at managing their environment and responsibilities. They know how to handle difficult situations. One of the respondents stated, "*It is not easy to get things done in this organization. But I know how to*

get things done. I always justify and convince. First, I get convinced about something and then setup a plan to implement it. Unless I do these steps, I do not talk about it to anyone.” The respondent feels they brought about a positive change in the organization. They said, *“My goal always has been to give convincing direction to the team members. I like change, I have new ideas and I need new things. I brought in the concept of team meetings with young teachers. In the meetings we appreciate positive things and that motivates the young teachers to a great extent.”* More, the respondents manage working with different set of people, understanding their needs and expectations (i.e., going along well with people and community around them) and they are comfortable with colleagues and staff members. Quoting a respondent, *“I could inspire people, I could help them to learn whatever they want to learn, I could help them do research and come out with the products of the research. This way, I think I am able to do something different because I don’t expect anything in return and this gives me a lot of leverage.”* Another respondent working in a charitable hospital said, *“Most of the departments are headed by the retired people. This way no one gets intrigued by anyone and no unhealthy competition is there, rather everyone is highly fulfilled and works for the betterment of the institute.”* Quoting another apt example to support the finding. One of the respondents came up with the idea of introducing longitudinal studies on patients in order to develop unique case studies. This effort was beneficial for learning of students and young doctors and helped them perform better. The management was supportive of these ideas. However, there were some cases where the respondents reported hindrances to them achieving high success and they mentioned the reason related to generation gap and the resulting intergenerational conflict. One respondent said, *“I feel constrained in the unconducive organizational environment. The younger employees have a completely different outlook and all they focus on is making money. Relationships with the patients or their colleagues do not carry any weight.”*

Similarly, the high scoring respondents in HR consultancies have a high overall Mean score of 4.93 indicating good performance. The responses show some similarity to doctors as they are endowed with professional strengths such as handling complex situations, managing and guiding personnel and being interdisciplinary. The respondents find their roles empowering, perform their roles and responsibilities as per their preferences, structure their programmes and line up resources as per the need. As the respondents have leadership acumen, they also counsel and advise at various platforms such as guiding unions on temporary labour engagement, writing policy paper and guiding young generation. Within the organisation they are approached for professional and personal assistance and handle their colleagues and clients skilfully. These respondents have a sense of mastery and competence in managing the environment. For them the practical application of knowledge and wisdom is a priority and they are not complacent or develop rigidity towards their juniors. They are skillful and feel productive in several ways. Quoting a respondent, who said, *“As much as possible one must be flexible in all areas to generate productivity, i.e., open and accept others effortlessly, maintain peace with everyone and with other departments as well. Key factors in corporate virtues must be precisely built like speed in decision making, prioritizing things, doing appraisals etc.”*

Likewise, the respondents from Financial services with mean score 5.21 showed commonalities with doctors and HR consultancies such as the ability to handle complex situations, personnel

management and risk management and being interdisciplinary. The respondents are fairly adept in doing their jobs. This is due to the fact they have not only rich work experience but also worked at high positions in previous organizations handling administrative and multidisciplinary tasks. They are able to prioritize work, handle issues, big teams and have the risk and control frameworks in place. These are necessary for organizational improvement and making it successful. Quoting a respondent, who said, *“Everyday is a new day for me and I look upto handling challenges.”* The respondents are skilled team handlers, identify talent and assign jobs accordingly. Hence, they are competent in managing their environment.

The respondents from startups with a mean score of 4.86 share a commonality that they are adept at handling complex work profile and team members with varied skills and behavior. The respondents have a sense of mastery and competence in managing the environment. The respondents shared that in the startup they keep themselves clear and focus on their roles and not bother about issues with partners’ job. If they start interfering in everything there is a fear of having many centres of power. So, they empower other partners and in some cases their employees. They let them manage, learn, make mistakes and give room to others to explore and perform. Quoting a respondent, who said, *“If something I feel is not right, I tell them this will not yield. But I think, by and large I like to remain in background and I don't like micromanagement.”*

The high scoring respondents from Armed forces with Mean score 5.0 shared their stance on managing their environment. They are similar to other groups of respondents that due to their experience they are able to handle difficult and complex situations with ease, achieve professional targets. But, unlike high scoring respondents from other categories they are not so successful in handling personnel. Once the organizations identified their talents, they were assigned roles and responsibilities suiting their qualification and professional expertise and they were invited for decision taking that made them feel important. The respondents felt they were managing their responsibilities as per expectations and that they were handling difficult situations to their best capacity. Quoting a respondent, who said, *“Once I was in the position of a Strategic Advisor, I achieved in the last four and a half years they have not achieved in the last 15 years. Now they keep me everywhere.”* Further, the respondents feel they achieved the impossible several times because of their strong past, experience, contacts and references. They got the organization end to end contract deals done, starting conceptualization, money sanctioning to implementation. The respondents felt though the start was rather difficult understanding people’s mindset and the work culture but things settled down to some extent with time and they were going along with colleagues, though ideological and cultural differences continued to exist. As a respondent said, *“Corporates run after baseline. Once identified who can bring them money, they make the person sit on their head (the person becomes most important for them). The employees are not valued. They are hired and fired.”*

The high scoring respondents from the public sector with Mean score 4.87 feel incharge of professional situations and cope with things well as seen in other groups of respondents. They don’t find their work challenging as they possess domain expertise. Neither they face professional challenges at work due to their high positions and management’s support. The

respondents are comfortable with colleagues, acquaintances and co-workers and are approached mostly because of their celebrated professional profile and their knowledge. Their relevance is not only limited to the organizations as they are contacted for policy advice by various bodies nationally and internationally. Quoting an example of professional excellence as told by a respondent. He said that as the Vice-Chancellor he integrated administration and academics well, which helped relieve academicians from doing administrative work and helped create administrative positions. It was a complex situation requiring professional effort, handling civil agencies for various approvals and above all bringing a paradigm shift in complex work culture of the organization. This is quite an uncommon initiative seen in India and could be done by someone endowed with a sense of mastery and competence in managing the environment.

The respondent from the industry with Mean score 4.14 has a sense of mastery and competence in managing the environment as he was able to achieve professional excellence despite changing his field of work. He took up challenges in new job positively and proved his mettle in the new workplace. He shared *“Venturing into the new area meant challenges and higher probability of failure. Cleaning River Water Project was a new area in India and took a calculated risk. The second challenge was staff motivation and training. I took it up as I want challenging jobs. At the end it worked fine.”* This quality matches to those of other respondents.

The respondents across groups under ‘Services’ are multi-tasking experienced professionals and they control complex array of external activities.

The high scoring doctor respondents shared that they have been capable of managing challenges. They know how to control complex array of internal and external activities and their experience and position helped in getting things done their way. They explained their roles and responsibilities were complex and required them to handle things at several levels such as create an employee friendly environment through various initiatives such as the employees are sent twice a year to attend trainings as per needs identified in the appraisals, employee promotions are based on factors such as performance and provide flexibility to employees to work. These activities not only need co-ordination with various departments and the management but also with external levels such training agencies and other vendors. The respondents took measures exemplifying their ability to control complex array of activities such as fulfilling aspirations of the employees and the service providers, minimizing resentment between senior and junior employees i.e., intergenerational conflict and making the work environment friendly and conducive for learning and for employee’s growth. In addition to these they handle other responsibilities such as recommending upto date medical equipment, introduction of courses and new medical technologies to their organizations. These activities require seamless effort, a set of professional qualities, interactions with external and internal agencies, carrying out work at various levels such as social system, corporate world and various other relationships. The respondents thus also aim to make their work meaningful. These findings resonate with other groups of respondents.

The respondents in HR consultancies shared, they decided to work to keep themselves meaningfully engaged and serve their inner desire to contribute to the society and to the young generation. These respondents carry out their work in a competent manner by dexterously

handling internal and external array of activities. As supporting organization in their roles, the respondents have to balance out the internal and external activities including important functions such as operations, business generation, administration, external relations and market information system. Further, the respondents shared they take only that much work which they can handle and that involves all stakeholders. They take outside support from qualified persons, if required. They do face challenges such as excessive travel and this affects their Work-life balance and as a result they lose personal commitment and time.

Similar findings came from the respondents in financial services where the respondents balance out internal and external activities. As several respondents moved to being in advisory roles post retirement, they want to remain meaningfully engaged and relevant to the social system, the ecosystem, the corporate world, the entrepreneurship, the leadership, mentorship and the coaching relationships. They feel important and want to contribute and make a difference to the organization, keep people engaged and stay relevant to the evolving issues at the same time. These are qualities typical of leaders as they look into array of internal and external activities and control wherever possible.

Moving to respondents in startups, they too shared comparable reasons such as running a business and making it a success requires dexterity, ability to face challenges, competition, risks and controlling other external activities. A respondent shared how their novel concept faced existing competition or corporate rivalry and making the agents believe the niche product would work satisfactorily for business was difficult. Had it not been the respondents, who had both national and international experience the startups would not have been successful.

Though the armed forces personnel mentioned them handling complex external activities are limited to the administrative and security roles they are performing. Like other groups their activities not only need co-ordination within the organization but also with external levels such civil agencies and third-party vendors. They shared examples such as them handling intruding villagers on the organization's land bank and how they were able to ward off the trouble.

The respondents from the public sector have commonalities with respondents from other groups such as their roles and responsibilities are complex and their work delves dealing with various levels and handling internal and external factors.

The respondents are multitalented, adaptive and have been handling more than one role simultaneously. The roles they have taken up are challenging but they don't find difficulty executing those roles as they are experienced handling challenges and difficult assignments. Several respondents talked of purposely taking up challenging roles and not routine ones. Since most respondents are in implementing and facilitating roles it gives them different insights. Their tasks involve controlling complex array of internal and external activities. For instance, in their current consulting roles they often deal with the complex task of implementing with the top management which is rather challenging. Top management is more challenging because of lot of interfaces, complexities and dynamics play in the roles. This gives them different insights and internal and external challenges to work on. As one respondent said, *"I have worked with complex and challenging assignments and my success has been predominantly satisfaction with*

work. I have given my best and I have grown out working with new avenues and processes across board. Therefore, I have grown the process in terms implementation of system and implementations of processes.”

The respondents are experienced personnel and keep themselves aware of opportunities and threats pertaining to professional work and to organizational productivity. The work milieu includes co-workers, physical surroundings and creating a meaningful workplace. Once again similarities in thought process and actions done by the respondents across categories was visible.

The doctor respondents shared that one of the important factors enhancing the sense of environmental mastery is to make effective use of opportunities. This, they said, they try achieve using two-pronged approach. They keep themselves upto date, have clear understanding of aims and objectives, network with team members and students, identify risks and setup mitigation plans. Second, they maintain interdepartmental and vendor relations so that their work that depends on these is not affected. Developing conducive and employee friendly environment, focusing on conflict management and on constant lookout for programmes and initiatives, internal and external for benefit of the organization, work and staff helps them make improvements.

The same tempo was seen in the respondents in HR consultancies who like doctors focus on maintaining interpersonal relations, professional expertise and making a meaningful workplace so as to identify and make use of opportunities.

The respondents shared that experienced people bring strong professional expertise and personal competence to identify and resolve issues within the organization. Simultaneously, they thrive identifying and making use of opportunities such as create certain values in Human resources in the organizations leading to transformation over a period of time. The respondents proficiently treat HR associates, engage with personnel from other businesses and resolve their issues. This becomes an impetus to transforming situations for overall benefit of the organizations. Other opportunities they focus on is people management and with those who have certain behavioral issues. They try making them overcome their fundamental personal crisis. This strategy not only helps save jobs but also helps the personnel make improved contributions to their organizations, boost confidence and improve interpersonal relationships. Further, the respondents shared that life is full of challenges and that they have a certain role to play to make things possible for everyone's benefit. There is no ideal situation or place and one has to become efficient in doing their everyday task by concentrating on making effective use of surrounding opportunities and creating Meaningful workplace for all.

Similarly, the respondents from financial services are involved in development of employees and colleagues and want employee development programmes and employee centricity to be focus activity of their current organizations. They understand the importance of personnel, their care and emotions for overall benefit of the organization. The respondents believe one should be on constant lookout for opportunities and make effective use for self and societal development and should try understand how these opportunities could be converted into

professional gains. One should explore the opportunities and challenges of the surrounding environment. They shared identifying opportunities is an art that needs to be learned and acquired. To achieve this one has to be attentive, open, creative and communicative. The respondents also stressed on improving self-awareness and how it can bring about positive professional and personal development in an individual. Quoting a respondent, who said, *“When the economy was opened and new foreign sectors were making inroads, I was able to perceive the future economy model, combine this potential opportunity with existing prospects. Though the start was slow but it picked up well with time. This gave us the first mover advantage.”*

Further, they understand human hesitation for something new, so they try and convince others of the opportunity when implementing changes or new initiatives. They do face problems time again but find ways to solve them. For them ultimately, it’s about job handling.

The respondents from Startups shared how they make effective use of surrounding opportunities. Their ultimate focus, like other groups was professional excellence and benefitting their employees. The respondents shared they faced challenges in new workplace. They shared it was a big shift from the environment they had worked earlier as now they are business owners versus being employees earlier. Owning and running a business requires qualities and experience different from those of being an employee. The respondents added they rather took this as an opportunity, make use of it effectively. The challenges (as they call it opportunities) included product conceptualization, marketing products, looking for funding opportunities and taking care of the staff. Quoting a respondent, who said, *“In my company I have to do everything and I am responsible for everything from product conceptualization, manufacturing, financials to marketing. I am wholly responsible for its success and failure. It’s an opportunity for me to realize my dream.”*

The respondents from the armed forces shared though they would like to seek and make use of opportunities, the un conducive organizational environment doesn’t provide opportunity structures to work on this part. This way the respondents from the armed forces, once again shared different experiences from other respondents.

The respondent from the industry makes effective use of surrounding opportunities. Similarities were seen with other groups such as the respondent lays stress on maintaining interpersonal relations, professional expertise and making a meaningful workplace so as to identify and make use of opportunities.

The respondent is a part of decision-making body and since he was picked by one of the company directors and is well-known to him, he understands importance of his role in the organization and knows his suggestion or initiative will be considered provided it has been researched upon well. He also shares good relationship with colleagues and has good market knowledge. So, he knows how to identify and make use of opportunities for betterment of work.

Several respondents shared another aspect of environmental mastery i.e., they were able to choose or create contexts suitable to personal needs and values. Several high scoring doctor

respondents shared their decision switching organization was in order to achieve professional work environment and have work-life balance. They were contented with the current organization as they were able to have professional and personal lifestyle to their expectation and satisfaction. They shared the current organizational policies were in favour of its employees, gave them flexibility to think and work, and had defined processes for recognition, competence mapping and rewarding. The employees were promoted based on their performance, appraisals, projects and funding they bring in. Quoting a respondent, who said, *“I am happy working in the current organization as it gives me freedom to think and implement ideas that might not be directly related to work. It gives me immense satisfaction or sense of relief or happiness. We had to relocate to a new city for this job and we don’t feel burdened as the financial needs have been taken care of.”* Quoting another respondent, who said, *“The assignments I get are according to my interest - such as teaching assignments and teaching has always been my hobby.”*

Similarity was observed in some respondents from financial services as seen in doctors. The respondents discussed how deep they were involved in professional life, to the extent of 120-130 percent and that affected their personal lives. They shared they were not able to maintain work-life balance in previous jobs as their responsibilities were multiple and their positions required more than 100 percent of them. They selected new jobs carefully so as to maintain work-life balance and reduce their professional engagement by being meaningfully selective and giving attention to what is necessary. Thus, the respondents created contexts suitable to personal needs and values.

The respondents from the armed forces had different views from other groups. They found the work environment non conducive and the corporates marred by cut throat competition, full of politics and people focused on personal gains. Speaking of managing lifestyle to their expectation and satisfaction the respondents were not very positive either. They said they haven’t made money in army and were under financial stress due to familial commitments, especially their children, who were yet to be established in life. This causes them stress and makes them live in smaller apartments on fringe of the city. Also, their pension from the last job and remuneration from the current job couldn’t make them have 30% of what they enjoyed in previous jobs. They reported the work life balance was not being met professionally either. Talking of the challenges which the respondents faced in switching jobs were several. They shared the problems in their new jobs were several and that they were not able to create contexts suitable to personal needs and values.

The respondents from the public sector shared views that were somewhat similar to other groups on creating contexts suitable to personal needs and values. They shared their needs and values are beyond an organization and a particular framework. They are concerned about precise work, about impacting society’s growth, about impacting ethics of business in society and about making people’s life better. They are trying to see whether the organization can improve the impact it has on society and that's their view of life. Also, they are looking at the larger dimension of work and their contribution. This engagement can be termed Productive Ageing, Work-life balance and Meaningful Work.

The low scoring respondents in Services, Public sector and Industry have mean scores ranging between 3.96 to 4.62. Similarities were seen among HR consultancies, doctors and financial services. The armed forces personnel had more issues to share while the startups respondents had no low scorer in this category.

The doctor respondents with mean score 4.28 shared problems they faced with environmental mastery. These respondents did not have to struggle with the learning curve as they moved into the same field of work. However, they faced issues with respect to the work culture and environment and found their workplace not meaningful. They do not share good relations with people and community at workplace in professional life. They are interacting with colleagues on professional ground and the workplace lifestyle is not upto their expectation and satisfaction. They find the young generation over ambitious and low on morale. Hence, they faced issues such as intergenerational conflict, which they find is not good for their health and wellbeing. More, they find the organizational policies employee unfriendly. They face revenue generation pressure and daily accountability pressure, especially those working in private hospitals. Hence the respondents are unable to utilize their potential. Nor their emotional condition is elevated in the second inning.

The low scoring respondents from financial services with Mean score 4.38 shared some issues same as doctor respondents. They faced problem with the work environment, indifferent attitude of the young generation, morals and ethics of the young generation, revenue generation pressure and non-conducive organizational policies. In addition to these, the respondents complained of pressure a consultant faces while working with several organizations.

The respondents said though they have the technical know-how, the new job offered them a new environment, new people and new situations. Adjusting to lack of meaningful workplace was difficult for them as the change was drastic for them. Discussing people related issues, it was rather hard as many colleagues did not pay attention to them. This the respondents said was due to generativity mismatch as the young thought the old have nothing to offer but outdated knowledge and lectures. The respondents found them unbothered/casual in their approach about understanding nuances and grasping necessary things the elderly were trying to educate them on. The respondents however understand existence of challenges is an inherent part of life, both personal and professional and one should deal with them. One respondent shared a new issue. Since he is working in capacity of consultant to several organizations, at times things get beyond his control, especially when the organizations he is engaged with want him at the sametime. At those moments he feels helpless and stressed. The other respondent shared another interesting aspect that made things difficult for him in the new job. They said they feel empty, stressed and bored with the organizational culture that he works in. There is pressure on everyone, full-time and retired rehired employees (but more on full-time employees) to generate revenue. Everything is now task-oriented and everyone has been given time bound targets. This causes mental pressure and dissatisfaction among co-workers. Now marketing has become the way of life for most people, the organizational system is revenue-based and bankers beside their usual work have to put an effort on revenue generation by selling insurance, mutual funds and cross-selling. They added, *“Why doesn't the organization realize we are financial experts and not*

salesmen. Marketing is a totally different skill set and it defies the definition of meaningful work.” The pressure is more in private banks, like the one, the respondent is working in. In addition to these problems, both respondents narrated a common concern of lack of employee development orientation of their organizations. Their organizations had more theoretical approach than being practical. The respondents wish to make the management aware of their responsibility towards the staff needs which can further affect their growth. They also feel that people in positions responsible for such decisions are accountable but since they are from a ROI oriented corporate set up, their mindset needs to be changed. Thus, these respondents had difficulty managing everyday affairs, they feel unable to change or improve surrounding context and are unable to have control over external world.

The low scoring respondents from HR consultancies with Mean score 3.96 have a commonality with financial services that as consultant to several organizations they face work and time pressure. In addition to this the respondents shared a new form of issue i.e., people in the organization they work for as a consultant are scared of decision making as they find risk management highly compliance oriented. Similarly, the management too refrains from taking decisions for non-compliance.

The respondents shared they didn't face issues such as the learning curve as did not change their field of work. Nor was the change big in terms of culture. However, some respondents, who took on extra assignments such as teaching in addition to organization's work faced some issues.

The first challenge was conversion of their work experience into more of a learning experience for their students. A lot of experience had to be inculcated and linked to texts. This demanded great amount of reading and collating for overall benefit of the students. This sometimes impeded them managing everyday affairs as it affected their work-life balance as they couldn't spare enough time for familial affairs. As a respondent explained in the interview that whenever they took up any project, they would put self in customer's shoes and ask self about expectations from a consultant. There were no major issues that bothered them when doing any assignment, however several time things did not move smoothly, rather below expectations. This put them in a spot that they seemed unable to change or improve surrounding context. A respondent narrated they face a unique problem that people in the organization they work for as a consultant are scared of decision making as they find risk management highly compliance oriented. When compliance is disseminated to the branches, they follow it as they have system and procedures coming from the corporate office. Ironically, due to lack of parity between the branch and corporate levels initiatives are left unfinished leaving the consultant in wait. The respondent added, after finding certain issues they try discussing with the management but finds them reluctant to take decisions for non-compliance. This causes the respondent to feel his lack of control over external world.

The respondents from the armed forces with Mean score 4.33 shared some commonalities with doctors and financial services such as non-conducive work environment, indifferent attitude of the young generation, morals and ethics of the young generation, revenue generation pressure and non-conducive organizational policies. In addition to these the respondents faced several

more issues that were unique to the armed forces group such as low remuneration, high learning curve as they moved into area of work different from their expertise, stereotyped image of the armed forces personnel because of which they are given difficult postings or postings rejected by the civilians and they compromise their morals while dealing with the civil agencies.

The respondents didn't have much positive to share on Environmental Mastery either and they explained their stance. They faced more issues as compared to respondents from other categories. To start with, they faced issues with the learning curve as irrespective of their calibre, educational background and professional expertise they were confined to being in administrative and security roles and this didn't provide them opportunity structures to showcase and utilize their potential. The respondents were however somehow managing their responsibilities adjusting to current conditions. Since they are from armed forces background, they are disciplined and command respect in the organization and people listen to them on face atleast. Though they have been managing responsibilities assigned to them, but they still face issues such as they are not satisfied with work related conditions and reported of looking for new opportunities. The respondents shared that their present work might look attractive from outside but at times it's dirty and it dissuades people's expectations from the organization. Quoting an example to strengthen this statement, a respondent said, *"I have a massive role to perform as I am a part of all major administrative decisions for the organization. For example, if new equipment needs to be purchased or some decisions regarding staff increase or reduction is to be taken. I have also been a part of cost cutting process or further saving schemes for the benefit of the organization. But I am underpaid and have to accept commission for work done in order to support myself financially. I am not satisfied with work related conditions."* The respondents feel they are unable to change the environment or improve surrounding context. Their initial days of joining the current organizations were very challenging and stressful. Other teams in the organization were reluctant to involve them into any kind of work that they were doing. Such resistance came from both the older as well as the younger generations as they feel that they don't need anyone, but for organizational pressure from the management that made them comply. The respondents further shared the disparity in the thinking process between the employees and the management should be reduced to a great extent in order to benefit both ends. These findings are similar to those of high performers from the group signifying issues faced across the group of retired rehired armed forces personnel.

The respondents brought forth some more difficulties they faced vis-à-vis Environmental Mastery parameter. A respondent reported a stereotype that as Army personnel they are respected and people look upto them. They are given need-based freedom but the harsh reality behind hiring Armed forces personnel was that they could be posted to far flung areas where the others (civilians) are not willing to go as in those areas the conditions are harsh. They managed awkward situations and during crisis resolved things timely. For instance, a respondent told how he handled a difficult situation which was not possible for the others to handle. Now, the organisation seems to have forgotten his contribution. Above it, the remuneration to serve in such conditions is below par. The respondents termed this as discrimination. Another respondent added that many a times they are made to do awkward dealings with the civil organizations such as police and other authorities. The authorities are to

be paid underhand and this makes him uncomfortable. It is difficult for the armed forces personnel to get involved in such things as it is against their morals and stature. This aspect lends to lack of control over external world.

The low scoring respondents from public sector with Mean score 4.39 shared some commonalities with other groups such as non-conducive work environment, indifferent attitude of people, morals and ethics of the young generation, revenue generation pressure and non-conducive organizational policies for the retired rehired.

They explained the psychology of the Indian society that people listen to you because they think you have power and you can harm them or benefit them. Once you lose that image of having power or being able to benefit or harm them then people become vicious or difficult with you or ignore you. This throws some light on an important aspect of life post retirement that one's wellbeing depends on what power you hold in current position and how influential you are.

The respondents expressed specific concerns that are important to be discussed. In a consultant's position there are no developmental programs or other trainings imparted to the retired rehired, so professional development gets limited. Other issues included working in a smaller workspace which comes as a personal challenge. Withdrawal of other facilities such as transport causes issues and the respondents have to arrange their own transport. As one respondent commented, *"One has to retire at 60 years and it sometimes makes you feel unwanted even when you are at the peak of your experience in life."* The hired retired are not on rolls, hence they do not get benefits and remuneration a full-time employee would get. Further, there is a dark side of working in a private organization, that there is thrust on revenue generation, Intellectual Property Rights (IPR) generation and this creates unnecessary tension for the employees. This is one of the main reasons for the employees to change jobs. The respondent added, *"There is very little competence in the organization to take care of problems. There is no system on how to take care of things going wrong at all and there is very little understanding of how to manage conflict. If it happens it is goodwill of colleagues."*

Another unique response came from a respondent. He said, *"In an organisation at least 2 percent of the employees would have psychological problems but we have no way of dealing with them. Rather we treat them as it is nothing wrong. The organizational administration has little response, experience and sensitivity to deal to with these issues."*

Still, some retired employees have ambitions but there is not much room to make them a reality due to limited opportunity structures. These are hindrances to Meaningful Workplace (which includes Age friendly environment and Age friendly culture) and Adaptive preference.

Personal Growth

It is to be noted that high scorer includes those who have a feeling of continued development; sees self as growing and expanding; is open to new experiences; has sense of realizing his or her potential; sees improvement in self and behavior over time; is changing in ways that reflect more self-knowledge and effectiveness. However, low scores have mostly reported to have a

sense of personal stagnation; lacks sense of improvement or expansion over time; feels bored and uninterested with life; feels unable to develop new attitudes or behaviors.

The Mean score across services, public sector and industry ranged between 5.13 to 5.43 indicating good performance.

Explaining the scores of high performing respondents, they ranged between 5.29 to 5.62 indicating very good performance. The high scoring respondents across all categories have scored good and it reflects in the qualitative statements. The respondents in various categories have similarities that came out from qualitative findings.

The Mean Score of high performing respondents in 'Personal Growth' for doctors was 5.57 which is comparatively higher than the previous two categories, namely, Autonomy and Environmental Mastery. Personal growth is the progress an individual makes in order to "discover the true self" (Jones & Crandall, p.63). The high scoring respondents scored high to the extent that 78% of them scored 6 or almost near 6 in this category. The reason for the high scores could be explained. The high scores explain respondents' various aspects, inclination and willingness to grow, take up new challenges, explore and accept changes, grow experientially and continue to develop. The respondents have interest in activities that will expand their horizons and self. They give importance to having new experiences that challenge how one thinks about oneself and the world. They feel they have improved and developed over the years and like to face new situations that require them to change old and familiar ways of doing things. For them life has been a continuous process of learning, changing and growth and they try making improvement. They believe in changing ways that reflect more self-knowledge and effectiveness.

Most high scoring respondents have a feeling of continued development. They shared they were satisfied wrt Personal growth as highlighted in the interviews and each had their own unique story to share. They shared that they were committed to their work and exactly knew how to convince and motivate fellow employees. Despite some odds at the new working place such as curbed Autonomy (as explained earlier), some conflicts with the young generation most respondents showed willingness to develop and took steps towards both self, team and organizational development. Quoting a respondent, "*The extra effort and the increased working hours helped personally and departmentally. When the institute wanted publications per department, I stayed at the institute for two weeks, prepared nine manuscripts and sent them to various journals. Several got published and as an outcome the team members were motivated and they submitted papers to journals.*" Further, they took steps to improve knowledge of colleagues through guidance, trainings and exposure.

The high scoring respondents in financial services have the Mean score 5.35 and they have similarities to doctor respondents as they strive improving self and colleagues through continual learning, motivation and professional excellence.

Further, responses indicated they had a feeling of continued development as well. They shared they are experienced enough and know their jobs well, hence don't need technical trainings.

For technical knowledge they keep updating themselves as it is part of survival. Updates are necessary and they are disseminated to them as and when necessary. For them the technical training is on the job and they do it all the time. For them it's a matter of learning intricacies of job. The respondents however said, they promote trainings for younger colleagues for their development and giving them a break from monotonous work. For them business knowledge is critical and one has to know what one is doing as it is necessary part of work. There are two popular ways to keep the personnel updated. One is through seminars and courses run by the technical institutes (The Institute of Chartered Accountants, the Institute of Cost Accountants and Institute of Internal Auditors) and the other is literature. The respondents advised that one should go through the literature and keep self-updated. The organizations use a combination of both these options. In addition to these, in order to teach juniors specific skills, they run internal courses on weekends. These internal classes are not regular and the preferred option is picking up professionally run courses at the institutes as they conduct courses seriously and professionally.

Due to their technical expertise, they are not questioned much by co-workers and since they are continuing in their past field their confidence is high and they are not facing difficulties vis-à-vis the learning curve, work environment and types of colleagues. But at times there is resistance or intergenerational conflict with colleagues which they handle using various acquired skills and techniques, and their past experience. But in general, since the respondents are senior, their team members listen to them without much questioning. In traditional CA firms the work culture works on one-way flow of information, where the senior communicates the work to be done along with instructions to the team members and they follow. These factors make the respondents feel happy, developed and it gives them mental satisfaction. This possibly explains the reasons for high scores and the respondent's wellbeing and productive ageing. From the interviews it elicited the respondents don't feel the need for further growth in the subject as they have worked and grown in the same culture for decades and they get necessary subject updates on regular basis. These respondents also find their organizations supportive as they provide them opportunities for blended work and they work for lesser number of hours compared to other employees and this provides the respondents time for their families unlike earlier and help maintain work-life balance. Some respondents were happy to share they get some benefits in current jobs such as reimbursements, something they didn't avail in previous jobs. Remuneration was not a big concern for all. Rather what was important is cognitive and inner satisfaction.

The high scoring respondents in HR consultancies with Mean score 5.62 have similarities to doctors and financial services. Additionally, some respondents practice transitioning to multidisciplinary.

The respondents shared that their organizations, including the consultancies they are running lay emphasis on overall development of personnel. This finding is same as that for financial services where the respondents feel it is important to develop young colleagues through a mix of internal and external trainings and guidance. Necessary training programs are arranged for all and Equal opportunities are provided for everyone to attend programmes such as skill and

competency development. The training programmes are conducted both externally and in-house and they form an essential part of the respondents' organizations. Helping the young develop professionally, they feel motivated and it boosts their inner life/desire. Also, the respondents find the work environment conducive, the culture friendly and have a feeling of continued development. More, employee career progression is given importance and internal politics in the organization are minimized through strategic efforts. This in turn has several positive effects such as employee Health and wellbeing is enhanced, the attrition rates are low and Self-Actualization or the potential to develop self are visible in the personnel. The respondents however, feel since they are experienced enough, they don't need much training per se, except getting updates, taking memberships of relevant professional networks and attending seminars and workshops as and when necessary. In order to strengthen overall performances of self and the organization the respondents promote convenient way of working such as Blended-work, enhancing skills and transitioning towards getting interdisciplinary. On this aspect a respondent shared, *"The basic idea was to opt out of the HR consulting that I have been doing for many years and now that it was more operational. I always wanted to specialize in leadership training, assessments and coaching for companies to strengthen their overall performances."*

The respondents from NGOs with Mean score 5.31 shared similar thoughts as those of the respondents from financial services and HR consultancies as they focus on the younger generation with some development for self. This satisfies them emotionally.

The respondents from Startups with Mean score 5.57 have a feeling of continued development and are open to new experiences. However, their concept of development is different from that of respondents in other categories. They shared entering the area of owning business exposed them to new work environment and conditions, and acquiring new skills. They have taken it up as a challenge and try finding ways to develop. As a respondent said he got exposed to high level of technology for the first time and it was both a challenge and a new experience for him. He added he accepted it as a new experience and an opportunity to develop self. At the end he feels grown and skilled to keep pace with the new world.

The responses of high scorers from the armed forces with Mean score of 5.29 indicated they have a feeling of continued development. However, analyzing quantitative responses fetched contrary result for some respondents. Hence the discussion on positivity of continued development would focus on those respondents whose qualitative responses match with the scores. The respondents who said they had developed over a period of time had some reasons to share. One respondent post retirement moved to a small private firm and rose to the rank of Chief Technology Officer (CTO). Though he struggled with the work culture and the remuneration not being at par with others, but what made him satisfied was that he was not pushed into administration and security jobs (as what happens to most retired armed forces personnel) and that he had a team reporting to him. The reporting aspect he found somewhat similar to that in the armed forces, however with some difference. He said, *"Being the Chief Operating Officer I am a key IT decision maker. However, the functional heads are consulted and collective decisions are taken."* The second respondent narrated that he was satisfied but

quantifying his success was subjective and talking of outcomes of his work he was conservative. This statement is somewhat contradictory.

The high scoring respondents in the public sector with Mean score 5.60 have commonalities with respondents from other groups such as they practice continual development for self and for co-workers deploying various techniques and try achieve professional excellence. Additionally, they focus on societal development.

The high score explains respondents' various aspects such as inclination and willingness to grow, take up new challenges, explore and accept changes, grow experientially and continual development. The respondents are interested in activities that will expand horizons and self. A respondent shared in the interview that he would still like to involve himself in doing science and visit different academic institutions. Personal growth is reflected with his openness to visit places. Most respondents have a feeling of continued development; They have worked with difficult and challenging assignments and their success has been predominantly satisfaction with work. They feel they have given their best professionally and they have grown out of the best, thus developing continually. They have been rewarded in their career in terms of growth. They worked with new avenues and processes across board. They have grown the process in terms of implementation of system and processes. The feeling of continued development is linked to giving to the society, especially the younger generation, including developing younger colleagues at workplace. Thus, the elderly are doing Meaningful involvement. A respondent stated in the interview his organization sends employees on local trainings for 10 to 15 days. Basis performance in trainings employees are absorbed within the system that best suits their potentials and talent. Thus, the employee skills and productivity are enhanced. Similarly, the respondents interact with people and are open to them. By encouraging them the organization reaps benefits and this maximizes contribution to the organization.

The high scoring respondent from the industry with Mean score 5.43 has a feeling of continued development and is open to new experiences as the respondent is satisfied with his performance, roles that have been assigned to him and organizational flexibility that gives him autonomy. He said, *"I am quite satisfied. I have full power. The private organisation gives you leeway to think and it empowers you with more responsibilities. What they want at the end is result. My second inning has given me a new area to work i.e. Civil Engineering and I like trying new things and taking challenges. So, there is more satisfaction."*

The high scoring respondents across groups are open minded and open to new experiences and showed commonalities and some uniqueness.

The doctor respondents shared in the interview that they involve in exploring new things and realizing inner potential, thus being open to new experiences. Personal growth is reflected with openness as they try "Out of box ideas". The respondents also commented on institutional support to the employees from the organizations in order to learn new things and perform better professionally. The working environment of the organization gave enough opportunity to them to enhance professional skills. One of the most important contributions which the respondents regarded integral to their personal growth is bringing the young and the old together, which was

not happening earlier. This helped reduce the communication gap, thereby enhancing the overall performance of the employees. Quoting a respondent on personal growth, *“I am always very motivated to be a part of the current institute, as earlier too, I was in the expert committee and often invited as a guest lecturer in other colleges. On special request of the Dean and Vice Chancellor, I joined my current organization just a day after my retirement and there is no resentment of any kind from the juniors towards the seniors working with them. I feel my potential is much more; I can do much more.”* Likewise, several respondents are willing to do good for growth of younger employees. One respondent stated in the interview that she encourages sending people on national and international trainings as it enhances skills and helps overcome gaps. She added, *“Though, so far I have not been very successful but I would continue my endeavors.”*

The respondents from HR consultancies are similar to doctor respondents as they believe in ‘Continual learning’ in new fields by keeping the organizational development in mind. They however, did not mention of developing young colleagues.

The respondents are of the opinion that 60 years is not an age to retire and do nothing. Instead, one must indulge in creative thinking and performing what they are passionate about. At the age of 60 years the individuals have acquired experience and knowledge and they must avail this opportunity to prove their mettle. The monetary gain is not the ulterior motive of the respondents but value creation and value adding to others. They believe in continual learning process whether it is consulting, share market trading or any new thing that they are interested doing and are not aware of. They continue learning its various aspects in life and work. Talking about work the respondents said it is important to understand about the need, the influencing forces and other environmental conditions. When one goes deep, one understands how little a person knows and that quest of knowing and analyzing never ends. Thus, they believe in Productive Ageing, increasing their potential and wellbeing and being open to new experiences.

Like the respondents in HR consultancies, the sense of self and organizational development is high in respondents from financial services and they focus on new experiences in professional work. As some respondents are partners in CA firms, they carry the responsibility of developing the organization through personnel development and increasing profitability. This outlook, however is limited to looking at certain fixed zones. Rather, the emphasis is on profitability and the overall team performance. For the CA firms bottomline matters the most. Each partner leads a team and handles specific projects or clients and their world revolves around it. Every member is submersed in the project and are rewarded in terms of monetary gains or bonus. This accounts for their development as well as each project brings in knowledge and experiential learnings, team work, problem solving and financial gains for the team members. The respondents from financial services are open to new experiences, but these are limited to professional work, national or international. In particular, international projects bring in more money, new insights, new learnings and experience of handling a new set of people, learn new culture and new methods of doing work. It is preferable for them to do international projects as the clients are much more professional, expressive and the payments come on time. Another aspect that lends

international projects to be sought after is onsite trainings at the client's office. This gives the team a chance to travel international and give a positive edge to their career graphs.

Like the respondents from financial services and HR consultancies, the respondents from the armed forces too are open to new experiences vis-à-vis professional work. Though they spoke of Meaningful work parameters not being met, they still want to take steps towards organizational development as they believe in their potential, skills and knowledge. They said they are flexible, creative, endowed with good communication skills and have achieved the impossible several times because of their strong past, experience, contacts and references. They added they got the end-to-end contract deals done, starting conceptualization, money sanctioning to implementation. As a respondent said he leads people as young as 30 years old and shows them how to crack business deals, which is good for organizational productivity and efficiency. The respondent who works in capacity of CTO said, *"While hiring we look for a person's capability, past performance and attitude. Good performance is a key indicator of organizational growth, work accuracy and bottomline."* On their joining the organization bringing positive or a paradigm impact, the respondents couldn't share much. But it's important the respondents are open to new experiences, in creating Meaningful work and Meaningful involvement but for non-conducive organizational policies, curbed autonomy and limited opportunity structures that hinder them trying out new initiatives. The findings from the NGOs were similar as the respondents look for opportunities and avenues in work and corresponding improvement.

The respondents from HR consulting and doctors thus differed from other groups as in addition to being open to new experiences in professional work the HR consultants focus on creative thinking and performing, while the doctors focus on bringing the young and the old together to create new experiences and be interdisciplinary.

The respondents from the public sector have commonalities with financial services, startups, armed forces and NGOs as their focus lies on achieving professional excellence through new learnings and contributing to organizational growth.

The respondents are open to new experiences; the respondents are generative and open to new learnings at work, including from younger colleagues. The new work brought in new expectations and responsibilities and the respondents reported in the interviews they are always ready to learn. Though some barriers, such as fast paced ICT and technology-based communication platforms made some respondents a little uncomfortable, however, they tried overcoming by learning from younger colleagues and setting up seamless communication channels. They took help from colleagues and friends and were ready to learn from those who know. These learnings were not limited to professional work but also on personal arena. This can be linked to Generativity. On new learnings, commented a respondent, *"My younger colleagues have taught me the gesture of never give up even if we fail, it doesn't matter. They have many ideas which at times are quite creative and filled with enthusiasm."*

The respondents across groups shared how they were able to realize their inner potential. Common thoughts and practices came from qualitative responses. The high performing doctor

respondents are mostly those who had an influential past and developed professional networks due to their past positions. In the new job they continue to get autonomy and realize their goal(s) of personal growth. Since they enjoy high status in current jobs, they are the influencers in the organization, suggest and implement strategies for betterment of the workforce, department and in some cases the organization. Quoting a respondent, who said, *“I am happy moving to a private setup as it gives me flexibility to think and not be bound to strict protocols. The current organization gives me freedom to think and implement ideas that might not be directly related to work. It gives me immense satisfaction or sense of relief or happiness.”* The respondents also shared they foster good relations with co-workers. Hence, they avail the optimum opportunity structures, a meaningful workplace and they have meaningful involvement. These factors account for them being able to realize their inner potential.

The respondents from HR consultancies have commonalities with doctors. Their work offered them various opportunities and challenges at different stages of worklife and each time it helped them realizing inner potential, think of new strategies and ways to solve things for better and improve work. The respondents were able to avail opportunity structures, meaningful workplace and meaningful involvement. Quoting a respondent, who stipulated that during the initial days of his work he faced various union troubles in industrial relations. Further moving on to the BPO services, once again huge challenges came up as that organization had an aggressive culture, the team spirit was almost missing and all that mattered was the bottomline and troubleshooting. The first example of work gave him courage and experience but less monetary gains whereas the second example of work offered him monetary gains but miniscule work satisfaction. But both stances made him emotionally stronger, more knowledgeable and experienced person.

Similarly, when it comes to realizing inner potential, the respondents from financial services have commonalities with the respondents from HR consultancies and doctors. As described earlier, they are seasoned, get the opportunity structures, meaningful workplace and meaningful involvement. These factors give them ample of reason to be emotionally satisfied, cognitively satisfied and be in a state of mind that helps them perform to their best capacity. This in turn leads to improved work results and effectiveness. Though effectiveness is non-tangible but it can be indirectly measured through work quality, meeting performance indicators and through desire to work.

The respondents from startups have findings similar to those of the NGOs. They shared participation of elderly with experience and potential can certainly make a difference to a start-up but the elderly have to respect everyone, including the young. Sometimes one can be rigid and too much advocating things with the young generation. The respondents believe their knowledge, experience and inner potential can help the young generation. So, they advise the young generation giving them room and warning them of possible failures but at the sametime letting them try it out first. The respondents further shared they are struggling mainly because of lack of financial support, seed capital and that India is not geared for the change nor are the venture capitalists. Maximum funding comes from foreign groups. Two respondents shared some slight issues with their partners such as one partner being the sleeping partner has not

been that active and it has been a bone of contention. As the respondent added, *“It is unfortunate because he comes from motor business and that motor and food businesses have differences. Food business has its own challenges because the major buyers are all restaurants.”* The other respondent shared he is planning to dissolve his firm due to differences with partners. In addition to these, some respondents shared the common experience on challenges to personal growth that hampered them from realizing their potential. They said finance contributed by the partners being insufficient they had to try attracting Third Party funding much without success. In order to attract third party funding, they needed good office space but little they realized that space rent will consume most of the investment. Post few months of operations they realized fund crunch as a major challenge. More, no venture capitalist was willing to come to India. Nor the local capitalists were ready for funding and that posed the biggest challenge. These findings from the startups lead to an important finding that even the experienced persons can go wrong too. Since these issues were reported by several respondents it throws light on several aspects, lack of government support, lack of support from the venture capitalists, lack of opportunity structures for the elderly wanting to setup starts ups and last but not the least that our assumption that participation of elderly in startup would guarantee success. Another finding came out from the interviews that the startups owned by young people don’t hire elderly as bottomline matters most to them and the young owners prefer energetic young workforce that can run around, take pressure and generate business. Further, as reported by several young startup owners, who said they had negative experience of hiring an elderly as they don’t show respect to the young, they are rigid and over advocate things with the young generation. And this doesn’t go down well with the young generation and complaints reach the management and there are instances of intergenerational conflict. Thus, if the opportunity structures are limited and the acceptance by the young generation is low it leaves little chance for the elderly to realize and utilize their potential.

The findings from NGO respondents elicited one commonality as with startup owners. They reported paucity of funds and lack of government support as major reasons for underperformance. Since the majority of their time goes in arranging funds and handling administrative issues it leaves the respondents with little opportunity to realize and utilize their potential. Thus, NGOs continue to work on the fixed operational model with funds obtaining as the major goal.

Similarly, respondents from the public sector see themselves growing and realizing their potential. The findings are similar to respondents in HR consultancies, financial services and doctors as they avail the opportunity structures, meaningful workplace and have meaningful involvement. Quoting a respondent, he said, *“I brought some positive change to the organization because I created a communication channel between the headquarters and the branch office and good communication always helps. I would share the credit with my other colleagues as they all played a positive support.”* Analyzing this aspect, it could be attributed to factors such as flexible work environment and a sense of confidence of colleagues in the elderly and their roles. Flexible work environment or Blended work is effective for elderly workers who are re-employed or join second inning post retirement with deteriorating health and mobility issues. Blended work is an alternate model of work with combination of on-site

and off-site working. It allows them to (re)design their jobs in a way that best suits their needs, including the need to avoid age-related stressors such as long commuting times, noise, and an overcrowded environment. Further, the confidence showed in them by colleagues gives them emotional support and these two factors (Blended work and colleagues' support) help them realize their potentials (Self Actualization). Because the roles they are performing there is level of comfort in what they are doing now and what they were handling before retirement it gives them satisfaction.

Further, the respondents from HR consultancies showcased one commonality or common acquired trait that kept all respondents in the category, "HR Consultancies" score high and that was "People handling skills". This could be attributed to their educational training and professional work that dealt with the personnel. Since the soft aspect i.e. the human beings are heterogenous and come with varied emotions, expectations and behaviors, it makes this aspect complicated to handle. Hence, several respondents reported this facet helped them become more knowledgeable, effective and see improvement in self and behavior over time. Similarly, the respondents reported their working styles are transparent, unprejudiced and personnel oriented and that they have gained experience working in both Indian organizations and multinational companies in senior positions and post retirement as consultant or an advisor. Both domestic and international organizations offer different work conditions but with some common goals such as productivity and profitability. Despite some odds faced in the current organizations the respondents were able to contribute to organizations' overall growth and improvement through various HR initiatives such as talent identification through empirical data, identifying future leaders and setting up compensation structures based on values, benchmarks and personnel inputs. Such things inculcated in the respondents not only self-learning, self-growth, benefitted the organizational production centers but also help them see improvement in self and behavior over time. This high sense of organizational development in the respondents is due to various factors such as available opportunity structures. This makes them emotionally and cognitively satisfied and results in better performance. Hence, this model of combining personal growth with organizational growth helped all.

Likewise, some doctor respondents saw themselves improve in self and behavior over time. When they took up jobs after retirement the fear of new work environment, colleagues and culture impeded activities and thoughts. However, with passage of time as they handled various odds and situations, and found remedies, the resultant exposure changed their outlook, things at workplace and thus helped them improve. Several respondents said when it comes to sharing knowledge the process is never ending and it keeps progressing at all ages whether young or old. They wish to contribute till health allows and till they are mentally and physically fit. As one respondent shared, he feels happy and satisfied that his participation in the organization brought about positive changes. He said, "*Realizing the need, I introduced courses on Ethics and Spiritual aspects of life for employees and young doctors. It was necessary as one sees humanity dying out in the young generation. The young generation lacks commitment and values. My initiative was welcomed by all.*" He added, "*Being the first principal of the medical college I had to start from scratch and build up everything, from the building, courses, infrastructure to hiring staff.*"

The doctor respondents showcased yet another aspect of personal growth of how they changed, reflecting more self-knowledge and effectiveness. As one interviewee said their participation brought about changes in themselves and the organization. The respondent helped develop research laboratories and research work in the current organization. When she joined the laboratory was rudimentary and she decided to upgrade it to an international level. The task was not easy as it entailed making changes to existing style of working and changing self in terms of the know-how. The respondent brought about these changes through consistent efforts, including making changes to her personality, outlook and relations with colleagues, and she brought about the implementation through collective efforts. Similarly, another individual felt his participation in the organization brought about positive change and effectiveness. He said, *“I developed the Research Culture in the organization. I rather incorporated it through receiving projects and grants and involving colleagues in projects and research. Here research has become a culture. It was my idea of bringing related departments together as I knew if they work in tandem the results would be magnanimous.”* Quoting an apt excerpt from another respondent, who said, the department was built up from scratch under the respondent’s directions. It was possible due to prior work exposure, knowledge and effectiveness.

The responses from the public sector elicited commonality on this aspect as that with doctor respondents. The respondents shared that they are changing in ways that reflect more self-knowledge and effectiveness. While taking up new roles and implementing new initiatives, the shift for some respondents was huge into thinking, preparation, planning, learning new art of conversation and operationalization. In order to overcome these challenges some respondents upgraded their skills and did what was required to do in terms of improving their capabilities and competency. This adaptive quality is seen in leaders and it could well hint at Self Actualization. In their specific setting the respondents have a strong desire to achieve what they want to do. So, they minimize time in arguing on unnecessary things and try creating better conditions for all so that one can achieve what is expected. At the end it helps others too because they can see somebody creating conditions which may help them as a side effect. Some respondents reported this helped them improve self and behavior over time.

The low scoring respondents across groups have scores ranging between 4.06 to 5.29. The respondents in HR consultancies, financial services, startups and NGOs have more or less stable scores, i.e., there is not much difference between the Mean scores of high and low scorers. The difference in scores is stark in the armed forces category. Some difference is also observed in doctors and public sector categories. The responses of low scoring respondents showed some similarities.

It was found the low scoring doctor respondents with Mean score 4.64 in the parameter ‘Personal Growth’ had low scores in Autonomy, Environmental Mastery and/or overall scores less than the Mean Value on Ryff’s Well-Being Scale implying their overall unhappiness on the Well-Being Scale. Analyzing responses of these respondents it can be inferred they are not satisfied in their current jobs and are facing issues in regard to decision making, work freedom, expectations not met and dealing with organisational culture and values. Four of these

respondents are working in private hospitals and two in private medical colleges and one in a charitable hospital.

The low scoring respondent in financial services with Mean score 5.00 shared some similar issues as respondents from doctor's category such as organizational culture, curbed autonomy and differences with colleagues.

The respondent who is working at NBFC said that the overall development is still in nascent stage and it should be improved for everyone's betterment. The systems within the organization have more theoretical approach than being practical. The organizational policies seem to be benefitting the employees in the head office whereas people in field are not recognized. So, they are unable to instill passion and enthusiasm in work. The management shows no responsibility towards the staff's needs. As a respondent shared, "*The problem lies in the fact that the management personnel are from corporate set up and they don't understand things except making financial gains.*" More, since the respondent moved from a government to a private set up, he found the work culture difficult to handle. The workplace was replete with organizational politics and non-cooperation of colleagues. Also, the work pressure is taking a toll on his health as other than NBFC he works as a consultant to several private firms which is quite demanding and he feels stagnated.

The low scoring respondents in armed forces with Mean score 4.06 had more problems to discuss than talk about positives. Like respondents from financial service and doctors' category they too reported professional and personal stagnation, non-conducive organizational policies for the employees and contrasting work and social culture of the new organization as compared to their previous workplaces. They shared the organizations lack employee orientation and as a result have no competency programs for the growth and development of the employees. A new finding came out that the organizations they are working for put people in higher positions on priority as they believe the seniors in the organization know everything and decide accordingly. As far as training programs are concerned the new inductees are given orientation so that they understand the work structure of the organization. More, the respondents said they tried their best to resolve some work parameters they found were superficial. These parameters required detailing and objective measurement as it would benefit the company. They also tried allocating duties to staff as per their capabilities and skills and tried implementing checks and balances but things didn't work out the way they had envisioned due to factors such as management's lackadaisical approach and lack of vision or foresightedness.

The respondents further reported it was difficult for them to improve or expand in the new job for several reasons. The new workplace was full of challenges as it was a big shift from the environment they had worked earlier. They had to make a lot of adjustments and put their ego down. First, they lost power and respect they enjoyed at the Army. As consultants or administrators, they don't get the same respect. The civilians, especially the young generation gets bogged down on hearing discipline and when they try putting certain practices in place. As their jobs involved dealing with Public Sector Undertakings and Government organizations that made things further difficult. They said Public Sector Undertaking people are slow and they are always at the receiving end. The government organizations are much slower. Dealing with them

is an altogether different affair. To top these, they reported of specific corporate policies, corporate politics and aspirations of the employees. They said they had to leave everything from first job and do Adaptive preference to new life. Hence in this non-conducive, multi-problematic environment it was nearly impossible to expand or improve. The respondents however did not get uninterested with life and continued working despite not so favorable conditions. This shows their strong will power, agility, cognitive strength, physical strength and transcendence.

The low scoring respondents from public sector with Mean score 4.61 have common issues as other groups such as non-conducive organizational policies, lack of opportunity structures and indifferent attitude of co-workers.

The respondents talked about limited growth opportunities for the retired rehired due to factors such as lack of organizational policies on elderly's continual development, resenting or indifferent younger generation and lack of elderly friendly policies and environment which are otherwise pertinent for personal growth. The respondent said, "*The organization doesn't impart proper training to people. Not even for people who are given responsibilities, such as Directors and Head of Departments. There is no sensitization of people who become directors, deans, managers etc. to any of these issues and I think it causes problems.*" He added on colleagues' attitude, "*It is possible that the people you work with have become more confident of themselves and they feel they don't need your advice, your participation or collaboration. This all combined you can't do anything for them, you don't have any power and you can't help it.*"

Positive Relations

The questions covered in this aspect will indicate that high scorer has warm, satisfying, trusting relationships with others; is concerned about the welfare of others; capable of strong empathy, affection, and intimacy; understands give and take of human relationships. However, low scorer: has few close, trusting relationships with others; finds it difficult to be warm, open, and concerned about others; is isolated and frustrated in interpersonal relationships; not willing to make compromises to sustain important ties with others.

The Mean scores of respondents in services, public sector and industry ranged between 5.02 to 5.43 indicating very good performance.

The scores of high performing respondents ranged between 5.14 to 5.70 indicating very good performance in terms of Positive Relations. The respondents across all categories scored high on this parameter. Further, explaining high scores and commonalities among Doctors, HR consultancies, financial services and startups through qualitative findings.

The Mean Score for high scoring doctors on this parameter is 5.70 indicating an exceptionally high score and that the respondents share good relations with their co-workers. This indicator highlights excellence in the area and includes warm, satisfying, trusting relationships with others; is concerned about the welfare of others; capable of strong empathy, affection, and intimacy; understands give and take of human relationships. The respondents shared they work with colleagues both at personal and professional level. They are approached by younger

colleagues for advice and guidance. Very often they work as a team in accomplishing assigned work and projects. One respondent shared his experience on positive relations and resolving communication gap. *“I could inspire people, I could help them to learn whatever they want to learn, I could help them do research and come out with the products of the research. This way, I think I am able to do something different because I don’t expect anything in return and this gives me a lot of leverage.”* The respondents in general feel a sense of responsibility to develop younger colleagues and about their welfare. Quoting another respondent, *“I endow them with responsibilities such as Chairs or Secretarial posts so that they learn. I take projects and give it to my subordinates to run them as PIs. They enjoy this status and I move around as a big brother and they look upto to me, care and regard me. Thus, I encourage my colleagues do good research, publish and delegate responsibilities.”* One respondent told that at personal level she worked on development of her team members. The respondent added, *“I pay attention to developing my team members. I observe them, try solving their problems and I send them for national and international conferences, workshops and trainings; I encourage them and entrust them with responsibilities and positions. For instance, making them Chairs in different committees. These initiatives bring in motivation and development of the employees.”*

The overall Mean score for high scoring respondents from HR consultancies is 5.55 indicating good performance. The respondents, like in doctors’ category have fostered positive relations professionally, personally and at various levels, with colleagues, young generation and with the community. In some cases, some acquaintances joined hands to set up a consultancy. Their decision to set up a consultancy with acquaintances was purely based on relationship rather being commercial or business oriented. The respondents shared their ideas and learnings on various subjects with each other. The respondents are trusted and so is their work for reasons such as their professional efficiency, mature decision making, balanced personalities, positive attitude they maintain in all situations and their unbiased behavior. They say these aspects make them strong and help them fight back in life. The respondents shared that their belief and practice of developing warm, satisfying and trusting relationships with others make them being appreciated by colleagues alike in previous and current organizations. The colleagues in previous organizations appreciated them as principled persons who are always ready to take up new challenges in life. Sometimes situations require a distinct approach and they promptly take action to materialize the same. As one respondent said, *“Even in my previous organization my relationship with my team members was extraordinary as I had always shared a wonderful bond with every person I had worked with. People visited me for not just professional but personal advice also and I happily contributed towards both of them.”*

The Mean score for high scoring respondents in financial services on this parameter is 5.25 indicating good score. The respondents share commonality with respondents from HR consultancies in their idea to foster warm, satisfying and trusting relationships with others. However, the respondents give weightage to professional relations like the respondents in startups and NGOs. The respondents shared they developed positive relations with colleagues and had positive experiences and thoughts to share. It is important the elderly try listen to the young generation, understand their issues, give appropriate advice to them as much colloquially as possible, should be among them, handhold and guide them. And at the sametime know what

is happening on ground and understand young generation's point of view. The two generations must listen to each other, communicate and mutually respect each other. The respondents in general shared, though differences of opinion come up sometimes but they talk and resolve it. They encourage healthy debates and accept the best solution. Their approach is to give them freedom of expression and confidence and in return the elderly get their respect. Most respondents are approached by the younger generation for professional advice and seldom for personal advice. The respondents said that their team members come to them for advice usually pertaining to client related matters and client management. The team members, for instance approach with client feedback, ground reality at the client site, possible improvement areas or maybe raise a 'Red-flag' which means a potential problem. For technical questions they prefer to check with the institute because that's the institute's specialty. More, the respondents suggest the younger generation should have complete faith in themselves, recognize their strengths and their potential and be analytical. One respondent narrated his strategy to achieve positive relations. He said whenever he interacts with the young generation, he is relatively silent the first 40 - 50 percent of the interaction as he listens, thinks, learns and absorbs. The next 30 – 40 percent interaction he tries summarizing their issues and get corrected if his summation is wrong. And then he proposes what he believes could be the steps they could take. He added, *"I have always found that they relate these things better when somebody is not forcing them. I use my experience in telling how the problem should be solved."* Another respondent shared his way of building relationships. He said he focuses on personalization such as remembering very small or simple things such as their names and at times get into personal conversations such as what is happening in their lives. Also, he tries analyze and discusses with them important two to three issues. Further, he gives respect to everyone irrespective of their level in the organisation. He added, *"For instance, on request of a junior most employee I postponed a meeting. They have no inhibition in talking to me. Last but not the least we share credit of success among colleagues. This leads to strong bonding among us."*

The respondents in startups with Mean score 5.20, like the respondents in other groups have warm, satisfying, trusting relationships with others. They share good relationships with partners and employees. They recognize their talent and efforts, and appreciate them. The startups hold discussions as and when needed and additional responsibilities maybe delegated based on project. This is in addition to already defined roles and responsibilities. The communication among the partners and the employees, as reported by the respondents is upright and everyone is given freedom to express. The respondents from NGOs shared similarity in relations as in startups and financial services with focus on maintaining healthy professional relationships that promote mutual respect, seamless communication, guidance and personalization as and when necessary.

Though the respondents in armed forces had a high Mean score of 5.43 they still spelt out various issues they face while trying establish warm, satisfying, trusting relationships with others and how they try overcome the problems and set up relations at work. This indicates some unique qualities that the armed forces personnel have inherited or better learnt as an environmental factor from previous jobs. In the armed forces the personnel are taught cognitive and physical endurance. This means inhowfar they can deal with extreme conditions, remain

composed, work as a team, have participative approach, have self-regulation, transcendence and humility. Different respondents shared how they faced multiple problems when they started jobs post retirement, how the issues created disharmony and how they were able to fill gaps and find solutions (temporary, mid or long term) to the problem of establishing warm, satisfying, trusting relationships with others, with younger colleagues and other co-workers. Differences are bound to come when people from different backgrounds and different generations come together. There are bound to be issues such as Intergenerational conflict, Generativity mismatch and Age discrimination. The respondents shared their experiences on this aspect. The respondents shared that such resistance comes from both the older as well as the younger generations as there is a feeling that they don't need anyone and that there is intrusion in their professional space by a new person. This results in poor communication and creates gaps in mutual understanding. The respondents told in the interview they worked on overcoming this by building trust over a period of time and working with colleagues at the ground level. They focused on building personal rapport, relationships and being there to help colleagues in good and bad times. In particular the respondents showed positive attitude and supported people in crucial situations. This is a very typical characteristic of armed forces personnel. Another respondent reflected the sentiment that the armed forces personnel carry a strict approach when it comes to work and they are sympathetic when it comes to personal problems like leaves, salaries, and other family issues. He said because of this quality they share bonding with colleagues and its success has been possible due to mutual efforts. He added, that they learn from each other and what they do is teamwork.

The high scoring respondents from the public sector with Mean score 5.30 share commonalities with other groups such as Startups, HR consultancies and doctors. Their high score explains respondents' strong aspects on Positive Relations. The respondents have fostered positive relations both at professional and personal levels. They are appreciated, have mutually warm, satisfying, open and trusting relations with friends and at home. Several respondents reported they are well received, respected and trusted by younger colleagues, employers and the peer group. As a result, they developed close relationships professionally and personally.

The high scoring respondent from the industry with Mean score 5.43 has warm, satisfying, trusting relationships with others. Like respondents in financial services, startups and NGOs they have fostered positive relations with his colleagues. The respondent is more like a mentor to the employees and colleagues and he takes it as his responsibility to provide them practical training, career orientation and give them what they don't have technically and/or administratively. Further, he motivates, appreciates and rewards them and try inculcating in them society-oriented thinking. The respondent gave further information. He said, *"I try maintain good communication with my colleagues. I take them into confidence, build relationships and open communication channels with them. I help them both professionally and personally and they seek my advice from time to time. I always encourage them to inform me or their supervisors about the problem or failure at an early stage so that appropriate corrective action could be taken on time."*

The respondents from HR consultancies said in their current organizations they try keeping a mix of young and old whenever possible and make strategies to ensure communication gap or Intergenerational conflicts are minimized. This is achieved through a two-pronged approach by deploying division of labour basis skills, competencies and experience of the personnel. As everyone understands their roles and responsibilities conflicts are minimized. Second, employee development is carried out on regular basis through trainings. For instance, as a respondent shared, *“When his company introduced new computerized systems, he was quite adaptable using them without any technical challenge as proper training and re-training was imparted to ensure absorption by all participants.”* Thus, they are concerned about the welfare of others. Further, it came out from several interviews that the respondents are social and like building relationships with not just faculty staff but also students they know for years who keep writing or visiting them. The respondent said they receive affection, respect and empathy from past and present colleagues and other staff members as their bonding with them is strong. Certainly, one maintains some distance but their association with the people is a mix of personal and professional, thereby lending a personal touch to it. Likewise, the respondents from the startups are concerned about the welfare of others. The respondents shared they feel that the perspectives of the young generation are different and they know more about their peers. The respondents shared instances where they give independence and chance to the young generation to try their idea and if they failed the respondents guided them with patience and corrected them on areas that went wrong. They added, many a times let the young have their way as they trust them and want them to grow in life. As a respondent said, *“I think I am here to groom, I am a teacher. So, I should give them space for making mistakes. I have done lot of mistakes and so will they but they should not make the same mistakes which I made. But I am sure they will also create new mistakes. But it’s okay.”*

The respondents from the public sector have a positive perception among people as being helpful, affectionate and guiding persons who spend time understanding issues and needs of others. Qualitatively this can be supported by the interview, where a respondent said he is very supportive towards young research scholars in his organization and helps them in writing papers. Sharing another excerpt from the interview, where a respondent narrated how he helped a colleague from Humanities Department setup a workshop. His colleague was feeling neglected, was low on motivation and was struggling to get a print in the organization. By helping his colleague not only setup a workshop but also help invite well known scientists he exhibited an example of maintaining positive relations and concerned about the welfare of others. As a result, he developed and received strong respect from his colleague and his acquaintances. Further, he said he has fostered professional relationships at the present and past organizations and across the globe because of his interest in academics. He is helpful to young faculty members and stated, *“Some of the things are done altruistically.”*

An important finding came up from several responses from the public sector respondents that they are capable of strong empathy, affection, and intimacy. This finds resonance with findings from HR consultancies. The respondents believe in philosophy that there is no hierarchy in life. In order to understand people, one should go down to people, understand them and their issues and communicate with every type of people. Interaction with people on the ground is the key

to good results of the organization. There is no built supervisory mindset and hierarchy, and one has to interact with people as the way people are. And that's important in communication that one needs to interact all times with people on the ground and that helps gain lot of insight. It helps gain confidence as well. One might be a tough task master but one doesn't have to get tough with people. One has to have that human approach in terms of understanding them, making them comfortable, confident, sharing issues and handling them very humanly keeping in mind that ultimately people are the centre of life. This statement could well be mirrored by the "Gemba" technique of the Japanese. "Gemba" is the call shop floor management. One should go to the "Gemba" and see the reality because that is the real world.

The respondents also shared because of their professional background and experience they have matured, they got more opportunities in life compared to others. Those who are more experienced end up gaining more. Once into management one is subjected to improve leadership and communication skills, and take a large number of people along. Ironically, there are cases where people tend to be dictatorial and they are not able to suppress their egos in many situations.

Similarly, an important quality came out from the interviews of HR consultants that these set of respondents understand give and take of human relationships. This was not visible in several groups of respondents. They have open relationships with colleagues and believe in apologizing when something inappropriate happens and do not believe in defending oneself. They said working helped them learn the lesson that *"The later you do, the longer distance you have to travel."* Similarly, the respondents learn from younger colleagues, skills and ideas they are lacking in. Hence, they not only enjoy meaningful relationships but also generativity and aspirational dignity. They stand out to people in need, indulge in doing new things, are approachable and trustworthy.

The respondents in startups shared similarities with the respondents from HR consultancies in that they learn from colleagues and practice mutual respect. They explained their stance of understanding give and take of human relationships. The respondents find the younger generation technically advanced and full of ideas. The respondents said they feel at par with the young generation and always listen to the young generation and young experts, weigh their suggestions from their experience and implement the right solution. As a respondent said, he treats them like friends. However, two respondents reported some drawbacks as well. They said since the organizations were young and small, the organizational environment was limited to being more professional than personalized as they have to give preference to financial stability but they try balance out as much as possible. As a respondent said, *"There is not much to learn from the younger generation except some technical know-how such as internet and technology. For me they are at the receiving end."*

Further, similarities elicited from several responses of the retired army personnel, who understand give and take of human relationships. Like respondents from startups and HR consultancies they are looked upto by colleagues and practice open relations at work. The armed forces personnel command respect because of their army background. Talking of social classes, the lower to upper middle classes respect them more. Speaking of relationships with colleagues,

it was told the respondents feel being the Elder and advise younger colleagues. They are more often approached for professional advice and few come to them for personal advice. The respondents said they feel satisfied having helped colleagues at times through their experience, boldness and outspokenness. For instance, when a younger colleague was being sacked, he requested one of the respondents to speak to the management and save his job. And it worked. This spread good word of mouth and goodwill among colleagues.

The respondents from the public sector understand give and take of human relationships. Like respondents from the armed forces and HR consultancies they practice open relationships and communication with colleagues. Further, for the respondents from the public sector Decision making is a participatory process. They listen to people and remain thoughtful. And then with discussions they arrive at decisions which are more acceptable. The respondents believe unless it is well accepted among people it will have a sense of discontentment. And that would be a disincentive for them. When heading an organization that is the best things that one should do. They interact with colleagues, promote the concept of free communication and believe if they intimidate them because of their seniority or position, it will not get them anywhere. Otherwise, the result could be opposite of what one would have got by encouraging them. Supposedly, if someone has to write a research paper, they should be encouraged to their potential and that would maximize contributions to the organization. The respondents think their colleagues are satisfied with them and that's why they have cordial relations. The conversations are not only limited to the office but are carried outside the boundary of the office work and responsibility. They share knowledge about other things with the colleagues. However, on family front several respondents reported not having strong relationships. This could be substantiated by the fact that they are unable to do work-life balance due to many professional commitments.

The respondent from the industry understands give and take of human relationships. Like respondents from other groups, they talked of the commonality that Intergenerational relationships don't work unless the young and old respect each other and learn from each other. He said he tries and learns from the young all the time. Further, he understands things have changed to a greater extent in the past 30 years, when he started working. The younger generation today is aware of the updates, modifications and the new research from across the world. He added, *"More, the young are computer and software savvy. I learn from them from time to time."*

Another commonality came up from responses across most groups and that was openness of the respondents to learn from younger colleagues. The respondents shared their experiences and resonance was found in their responses.

It is true that the older workers can teach younger colleagues, learning is reciprocal and older workers also learn from younger colleagues. The doctor respondents shared that Positive Relations extended beyond one way giving to what they learn from younger colleagues and how it is benefitting them. The cultural and technological divide between younger and older workers was evident from the responses. The older generation benefited from in-person education, on-the-job training and in-person interactions. At the same time, they are not as technologically adept as younger colleagues. The culture where different age groups come

together and nurture a positive attitude in which the young and the old can constantly learn and improve was evident from several responses. As one respondent shared, *“I have learned so many things from the students, in reality much more than what my professors have taught me because we are in an academic field. Since I passed in 1979-80 things have changed to greater extent. Today, the students are well informed, they are technologically advanced, creative and think out of the box. I listen to them carefully but I always cross check what they suggest and try correcting them wherever necessary.”*

The past professional experience plays a crucial role in developing positive relations in second inning or so. Given the professional expertise, past lustrous career and networks, these retired rehired employees are recruited as Heads in various departments of the organization. This provides them conducive environment for developing positive relations. It was elicited from several responses that strong interpersonal relationships exist as past team members, both retired and young are present in the current organization. Hence exchange of learnings is continuous and they work, improve and grow together. This relieves stress and leads to better understanding, team work, empathy and cross learning. This mutually beneficial learning helped bridge relationships in an affirmative way.

Even the management/employers seemed to be satisfied with contribution of the elderly and this reveals two relationships observed from the interviews. One of the factors contributing to positive relations within the organization is the past professional connects which benefited the current organization. The other important factor required for positive relation is one’s own communication which benefits both workers and organization. This helps them develop relations across the age groups. One respondent opined, he said, *“I do not have any communication gap with my colleagues. I am elderly and the young take care of me. They follow what I say and they come to me often for personal and professional advice.”* He shares cordial and friendly bond with his students and added, *“I wrote a book as my younger colleagues wanted me to write one. The Editions are recommended by the younger colleagues and they participate in discussing and writing.”*

It is worth mentioning the female doctor respondents explained strong bonding with colleagues and students. They were seen promoting concept of free communication i.e. communicating without fear and advising the younger colleagues that they should not bother about issues. It was reported both generations were working in harmony without hampering each other’s positions. This was achieved by allocating the operations part to young generation and advisory roles to the older. This helped understand coexistence better and was beneficial for the growth and development of the organization. To quote a respondent, *“Communication gap should not exist. I try finding out the reason for the gap. We celebrate festivals together and do regular outings. This helps us understand each other better and get open.”* The respondent added, *“I am approached by colleagues for professional and personal advice. I am like a mother to them. I guide them from time to time.”* Another respondent has developed two levels of relationships in her department; with the students and with her colleagues. She insists on having good communication channels so as to keep things in good health. She said, *“First one should understand communication gap exists and then take appropriate measures to put things in*

place.” At the sametime several female respondents hinted at a caution that one learns from younger colleagues but on should not allow them to cross line. One respondent mentioned, “*I advise younger colleagues should do time keeping, be dedicated to work, have upto date knowledge and never think they are superior.*” On contrary, the respondent’s relationships with students were quite strong. She said, “*I am close to my students and invite them to my home and help them prepare for exams. I motivate them and we spend time together on activities such as birthday celebrations and doing parties. This helps us bond better.*”

Further, it elicited from qualitative responses that when people from two generations work together the elderly invariably develop swiftness and alertness when working together, i.e. the older people feel energetic thereby saving health resources which is very important but there must be various checks and balances in every situation that comes forth. One needs to think straight and be accountable for things they are involved into.

The respondents from HR consultancies reverberated some similarities as were seen in doctor respondents. In general, they reported of positive and understanding relations between the two generations. They said they understand how the two generations can and should complement each other in order to produce desired outputs. The young generation is technically and digitally advanced and has decent conceptual skills but lacks wisdom which comes out of experience. The older generation mostly does the complimentary work and both generations share a common perspective towards completing a task at hand, i.e., both share an interdependence. People who get trained over a period of time and then mentor others become beneficial for the organization. The respondents are open to learning from the younger generation, thereby enhancing their skills. Both generations respect and support each other whenever required. The younger generation approaches them for professional advice and for personal matters as well. As experienced personnel the elderly try taking balanced and equitable decisions. On learning from younger colleagues, the respondents said they like interacting with young people, approach them and learn things that they are not aware of. The respondents believe the learning process is continuous and evolving. The procedures that are present in today’s time were not available before, therefore one must consciously be a continuous learner and develop seamless communication channel with the young generation. This helps imbibe learnings at various occasions and these interactions also help to re-evaluate things in own life which require some transformation. Quoting a respondent, who said, “*The youngsters taught me how they can be controlled and better utilized. Everything that I learn from them I start using and it’s quite useful such as job designing.*”

On similar lines, the respondents from financial services have positive attitude towards learning from younger colleagues as they want to stay engaged and relevant to the current issues and understand the younger people’s thinking at ground level. Without any feeling of insecurity and ego get into discussions with them with the feeling that as much as they want to contribute, they want to learn from them as well. Some respondents pointed at technical and information technology handling abilities of the young generation, their agility and high awareness levels. They are the foot soldiers and are in contact with the ground. The younger colleagues are the ones who are often most aware of changes that have happened in work practices and the new

things happening. One needs to pick it from them and then basis experience evaluate and decide which ones to go with. Despite all the knowledge and experience of the elderly, there are specific work situations that they have ready access to through their friends or Best Practices. The elderly might be doing something for 20 years in a way that they think might be good. However, there still could be something shorter, smarter and faster that has not been thought of. Further, the respondents are of the viewpoint, that the learning process works on four pillars viz. the classroom, reading, interactions and when you teach / train the other person. One can't compare the amount of learnings that one imbibes through training and having dialogues with people. For example, they may include how the interactions are conducted. Or use the skills of motivation and relationship management to make the young generation part of the team. Exchange of knowledge is essential these days to grow as a person. Quoting a respondent, who said, *"Many a times I loose temper when dealing with some difficult customers but these youngsters help me calm down, be patient and handle further discussions with the customers and ease things out. In these critical matters I learn a lot from the youngsters in my team. Also, all my teammates always cooperate with me as much as possible and appreciate my performance."*

On learning from younger colleagues, the respondents from the armed forces like respondents from other groups have consensus on mutual respect, interdependence and learning from each other. They learn from younger colleagues in different ways ranging from brainstorming ideas, technical know-how to best practices from the world to name a few. The young generation comes with modernistic approach and they must be allowed to be a part of initial meetings, conferences and other initiatives as they can give some of the best and creative ideas to perform a task benefitting a project and/or the organization. In addition to these, the respondents from the armed forces practice two methods. As seniors they practice highlighting or giving credit to the younger employees for their contributions as this boosts their confidence and instills gratitude towards their organization and the elderly. The respondents believe as different generations have different strong areas; they complement each other. The learning process is about making mistakes and learning from them. Anyone can make mistakes irrespective of age, though the chances of the elderly making mistakes due to their past experience and knowledge are lower compared to the younger generation. Quoting a respondent, who said, *"I also go wrong and if corrected by the young or for that matter I take it as a learning. I rather appreciate it."* Further, the respondents believe in minimizing communication gap with the younger generation. Some respondents think the younger generation is far ahead of them. They are tech savvy, well informed, faster and more knowledgeable. While the older generation is shy and they are not. They have an attitude that the older generation doesn't have. These capabilities complement the two generations and help produce better results for the organization. More, some respondents find the younger generation considerate and concerned. One respondent shared the deployed strategy to make things compatible for both generations. The respondent talked about division of labour in the organization where the younger colleagues in the organization handle administrative work and the older generation provides strategy, advice and implementation.

The respondents from the public sector, 'On learning from younger people' believe in opening up to them and learning from them. Their responses elicited similarities to other groups such as interdependence, openness to learning from each other and mutual respect. Because people have different skills and potential, they believe there is no specific time to learn as it is an ongoing process. They feel the younger people are receptive, knowledgeable, fast learners and it is easy to mould them. They like to guide them but they may have better ideas. So, they try and discuss with them often. Thus, they teach and learn from them and that has an overall positive effect on the organization. Also, it helps them overcome issues such as Generativity mismatch. For instance, in contemporary times technology is an integral part of work and that makes the older workers feel stressed. They consider it to hamper their confidence and their motivation to fully utilize their potential.

Positive Relations reported as per Ryff's Scale scores and qualitative interviews had flip side too for some respondents. The low scoring respondents Mean scores ranged between 4.09 to 4.83. The respondents across groups reported of common issues such as non-conducive organizational environment, indifferent behavior of the young generation, feeling of sense of competition in the young generation, intergenerational conflicts, age discrimination, age stereotype and different morals and ethics of two generations.

As low scoring doctor respondents with Mean score 4.44 shared they have not fostered relationships in their current organization and they feel constrained in the unconducive organisational environment. They feel the younger employees have a completely different outlook and all they focus on is making money. Relationships with the patients or their colleagues do not carry any weight. Quoting a respondent on reservation on developing intergenerational relationships, the respondent said, *"This generation has a mindset that they have spent huge amount on their studies so once they become doctors the cash flow in terms of revenue generation must be on a faster pace before developing bonds with their patients. Also, they don't believe in the concept of sharing at all. I feel a huge gap between the two generations in numerous ways have occurred, that might be difficult to transform if not worked upon."* Further, an advice came from some of the respondents, however, with a word of caution. They agreed the time has come to pass responsibility to the younger generation but it should be implemented with balance where the seniors must be positioned as the chairpersons to look at the overall organizational performance. It's important that both old and new generation work in harmony with each other. This can be done by allocating the operational part to young generation and advisory role to the older. This would not only help both generations understand coexistence better but also it will be beneficial for the growth and development of the organization. This solution can maximize productivity and contribution from the seniors. As one respondent mentioned, *"I understand the younger colleagues feel the seniors are a problem and this is due to competition. The young generation wants to grow fast, they want to be heard and the seniors at workplace are a competition. I handle this issue differently. I just ignore them, rather neglect them when they get aggressive."* The respondent gave further insight into practices for developing good relations with younger colleagues. The respondent said, *"Professionally, I try giving them importance. I try involving them in important tasks such as doing patient operations as a team. I am against the idea of making the younger colleagues*

watch and the seniors do the operation.” The other team building initiative the respondent talked about was creating a WhatsApp group they use regularly for e-meetings.

Like doctor respondents, the low scoring respondents in HR consultancies with Mean score 4.21 shared somewhat similar feedback for the younger generation as they found some lacunae and thought it necessary to highlight them. They feel the younger generation wants instant gratification and this must be corrected. Rather, they should try develop core values, become process focused rather than being outcome focused and develop patience. Wisdom and value system are important in any profession; hence it is important to fit oneself within the “black and white’ spaces. They must try and develop trust in others as this quality will make them more responsible in life versus the current scenario, where the young generation is more cynical, leading to low trust value among the people around them. Further, this vacuum must be filled as much as possible to gain better understanding and friendship amongst all generations. Further, a female respondent shared her experience on positive relations and communication gap with the younger generation in the organization. She narrated she spends time understanding their thinking pattern, issues confronting them professionally and their interests. She added she tries being on the same wavelength as them, however, many a times the young generation is in a mood of Intergenerational conflict as they have prejudice and stereotype towards the elderly. They are thankless and don’t recognize efforts gone into growing them such as developmental trainings and advice from the elderly. She added employee and student quality has gone down over the years and that some measures should be put in place. The respondent’s further comments reflected some issues highlighted by the other respondents in the paragraph above. As a result, the respondent has neither developed trusting relationships with others nor she finds it easy to be warm, open, and concerned about others.

The low scoring respondents from financial services with Mean score 4.76 shared their findings that were related to professional work and are different from other groups of respondents. They reported of gaps with the young generation. One gap is technical and the other is non-technical. Technical gap is the assessment of the technical knowledge of the person you have given the responsibility to. For this kind of gap there are two options, either you bring him upto date or bring someone else to do the job. The work has to be done and no one is willing to sacrifice quality. The other is when people are faced with situations, then the problem is personnel based. For instance, dealing with a fresher, who may react more emotionally. Then the elderly must talk with the person and handle things. For the non-technical problem, the only way out is concentration and mentoring. For technical problem one should ensure the gaps are filled out.

The low scoring respondents from the armed forces with Mean score 4.83 too found some negative aspects associated with the young generation as in HR consultancies and doctor respondents. They found their degree of comprehensibility fairly reasonable but they lacked confidence. The younger generation is quicker to absorb but they are scared of their supervisor due to organizational hierarchy. And this creates communication issues. A respondent reported that he is intrigued by lack of interpersonal relationships in the organization. What he sees is mostly online (computer based) communication and this leads to issues in understanding. He added, in order to be successful one has to have the right mix of in-person and

virtual/technology-based interactions. Relying too much on one form of working style can be disastrous. The respondent clearly hinted at promoting the concept of Blended work. Elaborating issues, a respondent pointed that when there is communication gap, as a senior he tries explain the juniors, but he finds they lack compassion and basic understanding towards others. Even professionally they lack knowledge about various documents, replying to technical emails and email etiquette in general. Many a times, the seniors do things practically to make them understand about how things need to be done. But they find the young show lack of interest and communication skill. Another respondent shared other challenges he faced. He shared the young generation has the tendency to think they know everything and treat the other person with disrespect. This leads to Intergenerational conflict and Generativity mismatch. Discussing response from another respondent who shared the communication gap with the younger generation will continue to exist as the young generation poses their sincerity but in reality, their focus is only on things beneficial to them. They want hear what is good for them or what they would like to hear. They blatantly ask about their personal gains and don't bother about organization's gains or improvements. They ask this with two motives, personal monetary gains and looking for relaxation. On probing, it further elicited from the responses, the long working hours and lack of sensitivity of the firm partners on employee benefits is causing a toll on mental and physical health of the young generation. The young generation doesn't want to work the weekends citing health issues and disbalanced Work-life balance. More contradictory statements came from the younger generation working in several CA firms as they felt there is no motivation coming from the seniors except work pressure. This finding links to earlier statement in the analysis that the CA firms practice one-way communication and work traditionally not focusing on motivational factors of the employees. Since the elderly have been submersed in the traditional work culture for long years, they find the work culture satisfactory without realizing what the young generation wants, what are their motivational factors and they carry down the old work style to the employees.

The low scoring respondents from the startups with Mean score 4.81 shared a different reason for being low on positive relations, in particular, personal relations. They reported the drawback was the organizations were young and small, hence the organizational environment was limited to being more professional than personalized as they have to give preference to financial stability but they try balance out as much as possible. As a respondent said, *"There is not much to learn from the younger generation except some technical know-how such as internet and technology. For me they are at the receiving end."*

The low scoring respondent from public sector with Mean score 4.82 candidly discussed barriers wrt developing Positive Relations. Their responses have commonalities and distinct findings. They shared the employees don't make sensible use of the democratic structure. There is a reasonable amount of kowtowing, not speaking out, keeping quiet, being scared and there must be many other social reasons for that and also backgrounds. Infact, very few people actually are bold enough to make use of a democratic system.

The very difference in the style of communication between the two generations causes gaps - the type of technology the young people use as compared to the old, which were more verbal

in their times. Secondly, the younger generation has better opportunities for training and so there is resentment. Thirdly, our system is rigid in terms of what faculty members can do, not subject wise but operationally which is teaching and administrative responsibilities. The younger faculty believe that they shouldn't be asked to do administrative things. These issues can easily be taken care of as far as the older generations accepts that they are not the in charge and they are here to give advice and contribute as much as possible. Similarly, many a times the older generation doesn't get that appreciation, the energy or drive from the youngster or sometimes even the youngsters don't get that experience and knowledge of the old. That happens because of the young and also partly due to various reasons such as technology, business models and communication which are quite rapid nowadays and therefore the gap between the two generations is wide as they both work differently. To minimize Intergenerational conflict a two-way strategy should be followed. One, the older generation needs to cope up with the upcoming technology needs and demands. If they are not familiar or at ease with them, then they might be affected to an extent affecting their careers post retirement. The younger people are the ones who are actually in charge of getting things done, as the younger generation is more in India and it's not possible to let the older people hold positions after a certain period of time. It is not because the young have more dynamism to perform well, but at the same time it is highly recommended to bring energy and experience of the two generations at the same platform which will help intensify performance of the organization which at present is not visibly organized in India.

A female respondent shared her experience with the younger generation that they must develop patience as sometimes they do things that can be offensive to the older generation and in a way even can be disrespectful to them. They must change their attitude towards the old in many ways or otherwise it would be difficult for them to work together. Youngsters must definitely develop patience, mutual respect and hard work in their life and this may be only visible through their behavior and not just their words.

Purpose in Life

A high score indicates the person has goals in life and a sense of directedness; feels there is meaning to present and past life; holds beliefs that give life purpose; has aims and objectives for living. Low score implies the person lacks a sense of meaning in life; has few goals or aims, lacks sense of direction; does not see purpose of past life; has no outlook or beliefs that give life meaning.

The Mean scores across of respondents in services, public sector and industry ranged between 4.73 to 5.57 indicating good performance.

The scores of high performing respondents ranged between 4.74 to 5.46 indicating above average to good performance in terms of Purpose in Life. Explaining high scores, commonalities and differences among respondents through qualitative findings.

The Mean Score for high scoring doctors on this parameter is 5.03 indicating good performance. On goals in life and sense of directedness, the respondents shared clear purpose in life and

wanted to share their long years of experience with others. Many are found to be ardent support of the philosophy of enjoying life, having good relations with others, being truthful and straight forward, and take evidence-based decisions. This philosophy, their learning and experience they try passing to the next generation. The main purpose of life in their second inning is contributing to the society by imparting to next generations the knowledge and experience they have acquired over the years. For them sharing knowledge process is never ending and will keep progressing at all ages whether young or old. Quoting a respondent, *“I think I am able to do something different because I don’t expect anything in return and this gives me a lot of leverage, like they say “idham na mama” means all these things are not mine I am a guest here I don’t know when I am going to leave till then I am with you.”* The respondents believe in passing knowledge and learnings to the next generation as another purpose in life. As one respondent explained – he thinks the new generation should focus on being interdisciplinary as today is the world of being interdisciplinary. You cannot survive unless you get into the interdisciplinary mode. He advises they should work as a team and have a good communication channel as this helps reduce gaps and misunderstandings. *“I pay attention to developing my team members. I send them for national and international conferences, workshops and trainings; I encourage them and entrust them with responsibilities and positions. For instance, making them Chairs in different committees. These initiatives bring in motivation and development of the employees.”* Another concern they have is downfall in human ethics and spiritual aspect of life in younger generations. To inculcate this aspect in the younger generation, one of respondents, who is a doctor introduced a course on Ethics and Spiritual aspects of life for employees and young doctors. He believed that younger generation lacked commitment and values and this was an initiative that was welcomed by all. Further, they want the young generation to be punctual and sincere hard workers. As one respondent said, *“The new generation should understand there is no alternative to hard work and sincerity.”*

In order to improve the working environment and enhancing skills and knowledge of their colleagues and students one respondent introduced concept of coaching classes based on International Learning Format for the young doctors, followed by introduction of longitudinal studies that helped in developing unique case studies and became a great source of information for the doctors in future. Also, he introduced basic research in department that exposed others to various aspects of science. The respondents feel that the potential of elderly should be utilized by the society in different ways like voluntary service, government can involve the elderly experts for National and State level policies and for this may be appoint them as Distinguished Professors. The private sector should open up and take them for Advisory Roles.

Similar findings were shared by the high scoring respondents in HR consultancies with Mean score 4.74 have identified goals in professional life. They took up second innings as they not only want to help co-workers and the workforce but also serve the society. The respondents want to opt for a convenient way of working, enhancing skills and transitioning towards more structured way of realizing their goals in life and have a direction in life. They are satisfied with life in several ways and content with what they chose to do in life. This can be reflected in their team performance, which has been improving over time. These respondents also believe in diversifying work as with passage of time it becomes necessary to look at alternatives and

supplementary solutions in life. They shared those that don't explore diversification face the risk of getting defunct with passage of time. They try and pass this message across the organization and to their teams. Post retirement some of these respondents chose to set up a consultancy in partnership while some chose to work with corporates in advisory or consultancy roles. The remaining took up teaching assignments or social service in addition to the consultancy work they are doing. Discussing the respondents who set up consultancies in partnership, they narrated their purpose of doing so. In the past they performed senior roles in reputed organizations, thereby gaining vast experience and knowledge. Now their thought is to invariably support organizations that require recruitments, training programs and other help wrt HR function, apart from keeping themselves meaningfully engaged. Since these respondents are well settled in life, they don't need further financial gains. They asserted they are continuing working as they feel committed, motivated and eager to involve themselves to add value to work, contribute to important factors such as policy making, change management, improving meritocracy of personnel and setting up future development programs for benefit of all. They feel life is another name of contributing and helping others personally and professionally. They feel responsible for growth of young colleagues and suggest a structured approach to the organizations they provide consultancy to in order to promote overall employee development. These respondents are highly motivated, have positive attitude, have the inner desire to help others in addition to their own wellbeing.

Similarly, the respondents in financial services with Mean score 5.46 are satisfied and motivated due to several reasons, such as being busy in life, guiding people about being compassionate, staying active and continuing with their technical knowledge and expertise. The respondents have the Inner desire i.e., to serve the society and guide the young generation and do Meaningful work. Some respondents follow the strategy of simple living and high thinking, hence have no desire to spend lavishly in life nor have inclination towards monetary gains. They have goals in life and a sense of directedness. Quoting a respondent, who said he has always been motivated by his seniors as his association with them has been smooth and that helps further enhance their skills as a professional.

The respondents from armed forces with Mean score 5.26 explained their goals and objectives in life, though some could be filled partially and some could not be fulfilled. There is some commonality among the responses. The respondents feel responsible for the society and for their colleagues' welfare, they want to give back to the society altruistically, they want development of their colleagues and want to help them overcome their problems and shortcomings. For instance, a respondent pointed at his company's flawed HR policy that lacked a homogenous system of remunerating and rewarding employees, and having measures in place for betterment of employees such as insurance policies, medical policies etc. In the interview the respondent spelt this out of concern for welfare of his colleagues. Simultaneously, he was concerned about high attrition rate in the company and resulting negative effects on the company due to these faulty policies. He took the responsibility on him to share these concerns with the management which no one so far cared to do. The respondent felt there is meaning to present life. Some respondents shared how their ideology and efforts brought about a change in the organization. A respondent shared through his experience how he was able to identify an

innate problem in the organization and through consistent efforts was successful in aligning various departments in the organization that otherwise were working in silos and how interdisciplinarity improved organizational productivity and accuracy. The respondent created multi-function deployment charts and supported them with Standard Operating Procedures (SOPs) that were replicable and were not dependent on a single person. These were included in the orientation programme for new joiners and were kept available online for ready access by all. This initiative brought about clarity in roles and responsibilities of co-workers. Basis this success the organizational management gave respondent the responsibility to create a White paper on introducing solar plants to reduce the overall expenditure and bring about a positive change. Thus, the respondent could make everyone understand his viewpoint on prioritizing things at work and minimize contradiction of any kind. The ideology behind this initiative was to have directedness and help people.

Likewise, the respondents in Startups with Mean score 5.29 have goals in life and a sense of directedness. The respondents post retirement took up second innings for two main reasons, to be involved in meaningful work and for self-satisfaction. These are similar to the reasons explained by the respondents in HR consultancies and financial services. They decided on becoming entrepreneurs as they didn't want to continue in the same work environment and work pressure as their last job and wanted to be self-dependent. For two respondents there were no opportunities post retirement except setting up self-owned work. One respondent cited financial stability as an additional reason for taking up the second inning. The respondents shared they had goals in mind and those are their driving force. They want to take up things linked to their past experience as it helps them revisit favorable professional memories. Doing this they said they would be able to utilize their expertise and wouldn't have to struggle with the learning curve of working in a new field. On similar lines the respondents from NGOs with Mean score 4.89 shared their goal to be involved in meaningful work and work for improving the society. Again, this finding is similar to other groups of respondents.

The high scoring respondents from the public sector with Mean score 5.30 elicited similarities to other groups such as they feel responsible for their colleagues' welfare, they want to give back to the society altruistically, they want development of their colleagues and want to make work meaningful. In addition to this, they want to promote research and policy making to alleviate the society as their purpose in life.

From the high scores and qualitative responses, it can be inferred the respondents have goals in life and a sense of directedness. These goals can be both professional and personal. Their activities are meaningful work and are important to them, and linked to their aims and objectives in life. They are futuristic and implementers of plans and tasks. They plan their living, present and future activities and feel there is meaning to present and past life. The respondents have aims and objectives for living and look forward trying doing new things through meticulous planning. Because the respondents are futuristic, they understand the current and future needs and purpose of life. They try balance experiences from the past and apply the knowledge for future. Their professional and personal activities are important to them and they give a thought carrying them out as per plan. They have clear purpose in life, follow a set of beliefs and believe

they have more to do in life. As one respondent said in the interview, *“It was my decision to take up the new roles and responsibilities, but there was a demand too from the government. Basically, the idea was whatever I tell them should help people. Whatever I suggested to the government it was basically to help reduce poverty. And this was my motivation to continue working after getting retired.”*

The respondents in this group are associated with important tasks such as research and policy making at national level. Hence, they lay stress on intense reading, research and keeping upto date. They promote this culture in the organizations they work for. They encourage younger people go to the ones who encourage them and avoid the ones who don't. They believe this meaningful involvement will help find the way to grow people and the organization. Further, the elderly are associated with professional strengths such as knowledge, wisdom, competence and experience. The exposure the elderly has helped develop professional and personal expertise, emotional intelligence and a resulting balanced inner life. The professional strengths can also be interpreted as the basis for creativity in old age as well as for the generativity of the elderly. The creativity lends support to Purpose in Life to support younger generation and support self aims and objectives of the elderly. The respondents in these roles influence things to make institution better and making things better for students, faculties and staff. For instance, in the interview a respondent mentioned he is helpful to young faculty members and stated, *“Some of the things are done altruistically.”* He also said, *“Recently I got a senior professor from Stanford University to deliver a lecture and a Nobel laureate too as there is a need to share best practices and knowledge and provide exposure to younger and other organizational members.”*

The high scoring respondent from the industry with Mean score 5.57 has goals in life and a sense of directedness. The responses elicited similarities with other groups such as the respondent feels responsible for their colleagues' welfare, wants to give back to the society, wants development of colleagues and work meaningful.

The respondent took up the new assignment for several reasons. He shared he wanted to be busy and since he is mentally and physically fit, he has a greater responsibility to serve the country and the society. He believes in giving it back to them. He added, he believes he has the responsibility to train others, pass his knowledge and skills to the younger generation and make some contributions that will outlive him and he should be remembered.

The respondents from HR consultancies are strategists and have a bigger viewpoint of creating “Future Roadmap” and they have aims and objectives for living. They further suggest one must not look at skill development from only labor's standpoint. Rather it should look at enabling employment and development. They suggest companies must start looking at employment and development beyond the perspective of age and rather look at the overall picture of productivity and productive ageing as it could bring about a paradigm change in working style and overall improvements viz. short, mid and long term for the organization and render the organizations futuristic and more profitable. More, they support the viewpoint that people must be allowed to work as long as they are able to produce good results and the employers want them to support the organization.

The respondents from financial services believe in being laborious and having aims and objectives for living. They are busy with second inning with the purpose to involve themselves to do something. They believe in looking at both negative and positive sides and take negative feedback in a positive manner. They say it helps them to improve, learn from mistakes and get closer to achieving aims and objectives. They are of the viewpoint that there are four parts in human character, the “Known, i.e. public information related to a person, the “Unknown” that is not known to the person, the “Blind” i.e. which cannot be said out and the “Unknown” which is the dormant energy and potential of a person that needs to be activated. They try exploring that unknown potential and energy within themselves and in their colleagues to achieve their aims and objectives. One such initiative is to develop the younger generation and believe this area should be handled such that people grow into their work. They want to do significant work for employee development. From this aspect they are similar to the respondents from HR consultancies. They organize In-house and external trainings regularly depending on employee needs, competency mapping and appraisal results. The respondents believe in capabilities and skills of the young generation, share their good work and bring them recognition, respect and motivational rewards. In corporate environment accountability, responsibility and inner commitment should be high and everyone has to keep themselves self-motivated.

The respondents from startups have aims and objectives for living. However, their long and midterm views for living i.e., aims and objectives for living are different from respondents in other categories. In general, they feel they would go for business diversification post few years of operations so as to lend their businesses stability and also help them grow financially, emotionally and have satisfying professional and personal relations and life. Business diversification constitutes objectives. On aims or long-term plan the respondents shared they would like to continue to work till they are physically and cognitively fit and that they should increase their social circle usefully and spend quality time maintaining work-life balance. One respondent shared that he wants to work to be medically fit. And as he has the right experience, he doesn't want to feel low and unwanted as he was initially post retirement.

The findings from the respondents in armed forces on have aims and objectives for living were closer to those of the respondents from startups. The respondents explained purpose in life and why they took up the new assignments. As discussed earlier they pointed at working not for money but to keep themselves busy, serve the society, be Generative, do Meaningful work and should be of some use. They explained they were leading busy and active life in army and had Work identity and post retirement it was difficult to sit idle at home. Since they are physically and mentally fit and not old, they thought they can work with full capacity and maintain work-life balance. They needed a lot of physical and mental activity to keep themselves fit as otherwise it would have been not good for their Health and Wellbeing.

The doctor respondents have aims and objectives for living and their responses showed some similarity to HR consultancies respondents and some similarity to responses from the armed forces and the startups. Most doctor respondents would like to continue working as long as they can; Till the time they are physically and cognitively fit and can adjust with people. The respondents, in general are self-motivated and that keeps them going. Even after the age of 60

years they feel they are self-motivated and productive. One respondent stated, *“I always wanted to become a doctor to serve people and will work till the very last. I will continue doing in the future as long as my health permits or people want my expertise as a qualified doctor.”* Most respondents would like to do a third inning. However, unlike the second inning, the third inning could be in an area different from current profession such as pursuing hobby in the third innings or look after grandchildren and perform other personal duties.

The respondents from the public sector shared the sentiment from other groups such as they work for employee development, to maintain their health and wellbeing and continue working till they are fit. More, they have some unique characteristics such as the current work is their area of interest, they are satisfied with their roles and responsibilities and the new work is an extension of what they did in last jobs.

For this group of respondents, professional excellence is their aim and objective of life. Some of them feel they are fortunate to have such positions post retirement and they like what they do professionally. The respondents shared they took up new assignment for several reasons. For some the second inning was an extension of what they had been doing for years. Moreover, this is their area of interest and that they are satisfied with their roles and responsibilities. Additionally, they want to keep themselves busy. These respondents don't have financial obligations either as they are well settled in life. Hence contemplating starting third innings on honorary basis or by taking up their hobby can't be ruled out. Some respondents shared the idea of raising equity or funds and setting up their own office at some later stage. These respondents are committed to working till they are cognitively and physically fit, as long as they can do their job satisfactorily and are useful for the organization. It's important this group wants getting involved in work which gives good results.

The respondents feel there is meaning to present life. Responses from different groups of respondents gave different insights. The similarities between responses were little but what is visible is a variety or heterogeneity.

The doctor respondents feel there is meaning to present life. As some respondents pointed the government or organizations make policies for personal involvement of the elderly with the motive the seniors must be satisfied with the decisions that are made for their wellbeing. As per the studies shown by WHO when seniors receive better opportunities or facilities in their new working environment as compared to their older one, it not only makes them happy but also contributes to their wellbeing to a greater extent. They would not only be more productive but also become role models for their juniors. Further, comes the role of juniors accepting their seniors, and the overall socio-cultural development for the people working in the organization which must be of prime importance as simply generalizing on one person's efforts is not possible. This way not only the elderly will be reemployed but at the same time will be of great help to younger generation in terms of imparting their experience, knowledge and skills to them and overall help in enhancement and development of the organization. Some of the respondents have been vocal in raising their voice and had clear purpose to improve the working conditions and mentality of the doctors and make it a more humane experience both for colleagues and clients and not be driven by moneymaking model. In general, the elderly persons were also

found to be concerned for welfare of the employees. According to one respondent purpose in life was to empower the next generation and wanted them to understand the importance of being humane, how a touch of care can have positive effect on the patients and how stress related orientation of the patient can be changed positively.

The respondents in financial services feel there is meaning to present life and feel they are treated well in their current organizations. In the organisation people look upto them as leaders and neutral decision makers. They are approached for help by younger colleagues. This respect keeps them driving. As a respondent narrated, *“Unlike other organizations where the retired are rehired as consultants with negotiations on roles and responsibilities and remuneration (reduced salary and other benefits) my organisation neither negotiated nor set any new expectations for me. What I want to highlight there is exploitation in other places and the retired rehired employees are treated as trash.”* This statement brings to light strong role of the experienced persons and their good demand in the financial sector. This gives the respondents much needed confidence, encouragement, personal and emotional development. In other words, they get a moto to proceed further in life.

The respondents from startups feel there is meaning to present and past life. Their responses have resonance with those of the financial services. The respondents shared positivity they feel about their past professional life and how it helped them shape up professionally and personally. They shared their achievements, good relationships with colleagues and how they faced challenges at work and emerged successful. Their past helps them give meaning to present life and helps them do things they haven't been able to do in the past. They feel in their current organizations too, people look upto them as leaders and decision makers. They are respected, listened to and approached for guidance and support. This helps them maintain Health and Wellbeing.

The responses from the NGOs wrt feeling there is meaning to present and past life was to focus on serving the society. This finding is in line with motives of the NGOs. It was surprising that no mention of employee welfare or development was mentioned. Nor was there any mention of self-development. However, the respondents feel they are respected in the organization. These findings are somewhat similar to those of respondents from HR consultancies and the financial services.

As evident from the responses of respondents from HR consultancies that they are satisfied and feel there is meaning to present and past life. An interesting finding different from other groups of respondents came out of the interviews. Several respondents reported that they shifted focus of their lives to spirituality and serving the society. Doing spiritual work made them highly contented and it had strong reflections on their professional engagement and their team work. They reported experiencing high positivity, emotional contentment, Self-Actualization and higher work potential. Another interesting interweave elicited from the interviews and this is that the both groups of HR respondents, those that are doing second innings with or without social work are connected to each other either through the cause of Inner desire or Aspirational Dignity that they exchange thoughts with each other and contribute to each other's work through knowledge exchange or through financial contributions. Quoting a respondent who

runs a partnership consultancy. He said, *“Though due to my overpacked schedule I am not directly involved in the social component of work, however I value and respect community work and those who are working for the societal cause. As a company we have become a social member partner and registered a philanthropic foundation. Under that all the partners contribute money to support NGO’s projects. Not only we support but also coach the NGO leaders.”*

The respondents from the public sector feel there is meaning to present and past life. In this regard they have commonalities with other groups such as employee development, create a positive, productive and creative environment for all, develop intergenerational bonds, give the young freedom to think and create and serve the society.

The respondents, in their specific setting have a strong inner desire to achieve what they want to do. They believe in prioritizing goals, creating better conditions for self so that they can achieve what they want to achieve. And they believe that would end up helping others too as that would boost overall productivity. The overall productivity includes all those working towards a common goal or objective. Analyzing it deeper, it aims at creating a positive, productive and creative environment for all. Creating such an environment seems not very difficult for these respondents as they come with a wealth of experience and translating best practices or their international experience into current assignment/engagements is relatively easy because of their current positions and clarity they have in mind. They have a more focused view on what one should be doing and what things might be important. So, in this regard, many times, when having professional conversations with colleagues help them clarify thinking process and get rid of unnecessary things. As seniors they try understand opinions of the young and support them in their own experimental prospects. They believe in giving them freedom to experiment in their working styles but at the same time keep their views upfront whenever required. The respondents shared positive comments for the young, in particular a response that brings out openness of the respondent to acknowledge and learn. He said, *“As one gets older responsibilities increase and many other thoughts come to older people’s minds and they often over complicate things. On the other hand, the young have the strength and focus and this is something I want go after. Though they may lack confidence and self believe of what they are doing is the right thing. But that’s ok.”*

The respondents held beliefs that give life purpose. Similarities in responses from different groups were seen on this characteristic.

The doctor respondents held beliefs that give life purpose; They feel seniors with knowledge and work experience must not retire and continue working as long as their organizations allow them. The organizations should provide opportunity structures for this to happen. Such commitment of any senior would not only contribute towards the organization and the country but also keep motivating the juniors to work, considering them as their role models. At the sametime the respondents understand youth unemployment issues and they suggest creating opportunities for both generations through division of labour and responsibilities. However, the elderly generation should define criteria which would help them choose organization they would like to work for, as for them work satisfaction and peaceful workplace are priority.

The respondents from HR consultancies were similar to doctor respondents as they find that retiring people also bring opportunities as India is a country with a fairly large young population that requires job prospects. The elderly that have a requirement to work post retirement should be provided opportunities that can help contribute in both commercial and non-commercial organizations as per their choice. This transition is in a legitimate way an optimal solution to solve employment issues. This point leads the discussion to those respondents who opted for social service or corporate social responsibility in addition to the work they took up in the second inning. These respondents held beliefs that give life purpose. They didn't have the inclination of involving themselves full time post retirement in the corporate world. They rather explored and got associated in Self-Actualization. This means they shifted focus from self to the concern for society in order to achieve the highest level of human nature. In the second inning they are associated with NGOs and contribute towards making a social cause. They feel relaxed, enlightened and content with social work. In social work arena too, they use their skills and knowledge to create a difference by contributing to functioning of the NGOs, providing advice and helping solve personnel related issues. These activities are voluntary in nature, without financial obligations and promote spiritual awakening in an individual's life.

Talking of beliefs that give life purpose, the responses from financial services had similar undertone as those of HR consultancies and doctor respondents. They said many people work selflessly in the organization or serve the society or even work with minimum remuneration. Such people must be encouraged to work even after they retire as their contribution to organizations can be really productive going further. It is important for them to contribute and make a difference on one side and keep engaged and stay relevant to the evolving issues at the same time. Most of them would like to continue working as long as they are fit and as long as the organizations need them. This is important not only for Productive Ageing but also for their Health and Wellbeing. Quoting a respondent, who said, *"I am always engaged with something. You will be surprised to know that I wake up early morning at 4 am and sleep at 10 pm. Throughout the day I am busy with work, consultation assignments, taking classes and studying new chapters. The motivation behind me taking up work post retirement is to do something for the society and to keep busy. Keeping oneself busy makes me fit and happy."*

The respondents from the public sector hold beliefs that give life purpose. The responses have similarities to other groups such as they would like to continue availing opportunity structures, growing relationships with colleagues and serving the society. The respondents acknowledged their aims and objectives for living could be achieved because of several factors such as they availed the opportunity structures and their relationships with colleagues at work. They were able to build confidence in people thereby building bonds of friendship with some. Another apt finding elicited from a response. Though the elderly acknowledged they have a purpose in life such as serving the society and continue efforts to guide and help colleagues grow. Further, the respondents want to bring positive changes to their organizations by influencing things for betterment for all. The underlying factor for bringing positive change pivoted around a "Change Agent" or Head of the organization who held lot of constitutional power. They acknowledged the importance of this "Change Agent" and look positively how it helps achieve some of their beliefs that give life purpose. This aspect throws light on their abilities to get things done.

The number of low scoring respondents across different categories was less on this parameter indicating the respondents in general are able to meet their parameters of Purpose in Life. Though the categories had some low scorers but their scores were mathematically quite close to the overall group Mean scores. Neither their qualitative responses disclosed any issue or problems vis-à-vis this parameter.

The Mean scores of low scoring respondents across categories ranged between 3.91 to 4.68 indicating average performance. Some similarities were observed between some groups of respondents.

The low scoring respondents in HR consultancies with Mean score 4.21 shared their reasons for not being able to achieve their goals and objectives. These respondents have some financial obligations that keep them preoccupied other than the work in second inning. Because of this reason some of these respondents have taken up several part-time assignments simultaneously and this is taxing due to work pressure and meeting various organizations' expectations. This finding is similar to those respondents in other categories who are handling multiple assignments such as in "Financial Sector". The work pressure leads to over engagement in professional life and it disrupts the work-life balance. The same reason causes them lack of directedness and at times leaves them struggling with time management and also the learning curve such as when they get into teaching assignments, they have to polish their teaching skills. No doubt these respondents believe in hard work and have the desire to produce best results. However, as explained by them, they don't get the opportunity structures to prove their potential and this causes dissatisfaction. They are eager to work and are committed but circumstances make them do adaptive preference and they are unable to share beliefs that give life meaning. Quoting a respondent, who said, *"Only when your health doesn't allow you to work then one thinks of giving up work after retirement otherwise everyone want to be busy in some work other than the professional engagement."* These respondents too, have strong will power and like taking up challenges but they complained the organizations they are working in the second inning are highly financially oriented and they focus on staff minimizing to make business more profitable without thinking about its people and their wellbeing. This causes mental and physical pressure on respondents' and eventually their health and wellbeing. As a respondent shared his dissatisfaction, *"In India most of the workmen are exploited which was not the case in his time as 95% of workmen were permanent. Companies today don't pay PF or other facilities to the employees which is a huge threat to the future of its workers, and that must be mended by all possible means and government must bring out policies to exhibit the same."* A female respondent added one more reason for her dissatisfaction in addition to the above stated reasons by other low scorers. She said she likes challenges and that she took up the new assignment as it not only looked a new concept but also thought would provide her the opportunity to do blended work and maintain work-life balance but it turned out to be quite different. It was not as it appeared from outside and things were non-conducive with little flexibility and the new principal joining in. Similar finding was reported in the category "Armed forces".

The low scoring respondents in financial services with Mean score 4.40 highlighted several issues. The respondent in general reported of financial obligations that caused them to take up extra work and that meant handling multiple assignments at multiple client sites. This caused them stress and left them with little time seeking to achieve their goals and objectives. A respondent said people who are still in their fifties and sixties find it difficult to strike a balance between their career and voluntarism. They don't whole-heartedly volunteer as their focus is on their career and making money. The real reason behind their inclination for social work is getting advantage under Corporate Social Responsibility (CSR) initiative of the corporate. Their work evaluation counts CSR initiative and it helps improve their overall rating. This also motivates the youth or people in other age groups towards the organizations who recognize the element of CSR. Precisely, people have to get sensitive to serving the society and keep away from artificiality. Another respondent shared that unnecessary professional and familial pressure keeps coming from time to time and it causes disbalance in the set rhythm of work and daily routine of life. The respondent added, *"If I pay attention to personal life then at times work cycle gets affected and vice versa. This in turn affects my goals and objectives targets."*

Several respondents from the armed forces with Mean score 3.91 explained a psychological reason that put them under pressure to take up jobs post retirement at the earliest. This reason withholds them from following their self-identified purpose in life. The respondents explained this psychological pressure comes from the known persons who keep asking them what will they do post retirement. The respondents termed it as strange societal behavior that stresses them mentally. They tried understanding the psyche behind it but couldn't find an explanation as to why the external society was indulged in it. The following aspect was unique to retired armed forces personnel and could not be found in other group of respondents. One respondent introspected being an entrepreneur but dropped the idea as being an entrepreneur one has to have some traits such as have prior business experience, subject matter expertise and have the willpower of doing something on own. After 2-3 months of retiring, the respondent took up the new job through an old reference working in company HR department. The respondent got into administration and security department. This field of work was not in line with the respondent's Purpose in Life but he had no choice but to do Adaptive preference. The other respondents too landed up in administrative roles which were not much to their liking and nor in line with their prior experience and qualification. They felt victims of being Stereotyped army personnel. They knew the job opportunities were limited and they don't have much choice but to accept what comes their way. So, they compromised with goals and objectives they had in mind and started their second innings.

These respondents however shared some thoughts on how things could improve for the retired armed forces personnel and help them serve their purpose in life. They said Self Actualization is missing among many Indians and there is little or no feeling of Serving the Nation. But things could be worked out in several ways. Elderly, including the retired armed forces personnel are willing to work, they need integration in the social network and they are the best to help and guide the young generation and the civilians. Give them less remuneration but give them Meaningful work and Meaningful Workplace and they will be happy working being busy and

contributing productively to the organization and to the society. There should be a mechanism to identify talent and involving them in projects and initiatives of their liking.

The doctor respondents with Mean score 4.39 have scored lower on other parameters too, such as Autonomy, Positive Relations and Personal Growth. Neither these respondents spelt clearly in the qualitative interview their life goals, purpose in life and directions. Except one respondent, who is not satisfied in the current position as their move to join the current organization was situational and that the respondent had to work as per needs of the private organizational requirements which the respondent did not find conducive to meet the personal criteria of purpose in life.

The low scoring respondents from public sector with Mean score 4.68 shared different aspects from other groups. The respondents agree that they have lesser number of years than younger colleagues as they are older than them. They still think they can contribute to knowledge and productivity of the organization; however, it depends on nature of work. They added, in the current setup it is challenging at times because they are operating at the top end doing research and trying finding something which has never ever been done before. Working at this level requires one to have a different self-makeup and implementing things can take time longer than expected. Paradoxically, there are time bound business cycles to address that pressurize one to do whatever one can to complete things in certain time. And this prevents from achieving desired outcomes and the resulting dissatisfaction and demotivation. Some respondents, pointed another flip side of working in a governmental set up. They explained the problem solving is much faster in a private setup compared to the government setup and also the corporate setup comes with some advantages such as they have focused targets which are relatively short term. Also, in a private setup one doesn't have to deal much with human emotions and issues but in terms of the depth of the project.

Self-Acceptance

The high scorer possesses a positive attitude toward the self; acknowledges and accepts multiple aspects of self, including good and bad qualities; feels positive about past life. While the low scorer feels dissatisfied with self; is disappointed with what has occurred with past life; is troubled about certain personal qualities; wishes to be different than what he or she is.

The Mean scores of respondents from services, public sector and industry ranged between 5.03 to 5.57 indicating very good performance.

The scores of high performing respondents ranged between 5.23 to 5.65 indicating very good performance in terms of Self-Acceptance. Explaining high scores, commonalities and differences among respondents through qualitative findings.

The Mean Score for high scoring doctors on this parameter is 5.65 indicating very good performance. Analyzing scores of high scorers, the respondents feel pleased with their life story, how it has turned out to be and are confident, positive and feel good about themselves. The respondents engaged professionally are happy how their life had turned out to be, both personally and professionally. They maintain a healthy work-life balance. These respondents

are active, possess positive attitude and for them their work is meaningful and the workplace meaningful. This leads to their health, emotional and cognitive wellbeing. Further, they have strong familial ties and they are living with their families. Living with children and grandchildren de-stresses them cognitively which in turn has positive effect on thinking process and physical wellbeing. The social connections and supportive family further help in higher self-esteem of the elderly and help them defy age Stereotype.

The findings of high scoring respondents in HR Consultancies with Mean score 5.36 find resonance with those of doctor respondents. They have a positive attitude towards life, towards their deeds and work, and they are not looking for career growth. The respondents however, keep themselves upgraded with new advancements in the human resource industry so as to connect easily with the changing world practices and disseminate information to the organizations and people they work with. The respondents keep themselves updated as enrolled members of networks such as National HRD Network and NIPEM and actively attend meetings and conferences organized by these institutions. They also learn through the personal learning process such as books, internet and experts guiding on the subject. Further, they organize at intervals short-term courses internally and at times invite trainers from other institutes to conduct sessions. These respondents are confident about themselves and take informed decisions and actions. They believe every person is responsible for their own work and decisions in life and that they have grown over time. Hence, at times they also take decisions on spot and own them courageously They are contented with their performances and roles they are executing and their personal life. They enjoy their work, understand the details and the work structure of how the business works. As a respondent said how important it is to understand the market dynamics other than consulting as otherwise it gets difficult to manage life and work needs through a single factor. For them their work is meaningful.

The findings from high scorers in financial services with Mean score 5.46 have similarities to those from HR consultancies. The respondents are satisfied with work they are doing, their past achievements and they understand life is all about changes that come in different stages of life. As a respondent explained that in any organization there are four pillars viz. the objectives, resources, systems and leadership and according to him all these pillars are rational as there are chances of improvement in everything. He worked with these principles and as a result after some time the organization found his work satisfactory and made him a mentor. The respondent attributed this achievement to positive attitude towards life. Other respondents too possess positive attitude and they explained their stances. As a respondent shared a multifaceted approach where they always make it a point to question whether things are being done willingly or is it building a collaborative and participative approach in order to evolve a solution to a problem that is being focused upon. The respondent added they focus on listening to the subjects and considering issues pertaining to younger colleagues. Having positive attitude helps solve many problems as the person concentrates on ways to resolve issues rather than being carried away by thoughts and obstacles. Also, since the respondents don't have to struggle with learning curve and workplace culture, they are able to channelize their energy into positive things. More, these respondents believe their role is to bring about organizational efficiency and savings. To achieve this, they generate ideas (frugal), design plan and implement.

The high scoring respondents from startups with Mean score 5.31 possess positive attitude toward the self. The qualitative findings are similar to other groups of respondents as discussed above. The respondents shared they feel happy and satisfied that they are spending quality time in the second inning. They being business owners have expanded their horizon in terms of roles and responsibilities, confidence and overall skills. They now interact with people from different walks of life and as a result their leadership skills and market knowledge have increased to an extent. Further, even if the business start was slow due to factors described earlier, they are satisfied about the progress made and are positive about the future of their companies. Quoting a respondent, who said, *“Our achievement is unexpected. Next year we should generate business. We already have some students for internships and we have products. Seeing this success, I am planning diversification. We are about to setup a company for manufacturing engineering products.”*

The high scoring respondents from the armed forces with Mean score 5.40 have a positive attitude towards self, co-workers and life. The findings from this group of respondents is different from the other groups. Despite doing Adaptive preference in new jobs, they are optimistic of improving things at work, including relations with co-workers. The respondents narrated how they faced difficult situations professionally and how they were able to bring fitting solutions to the problems faced. A respondent told they were asked to do sandwich and menial jobs which were not documented as their roles and responsibilities. The respondent felt unhappy doing these odd jobs and was initially emotionally stricken and started to develop the feeling that he is no longer of use to the organization. But then he tried analyzing the situation, developed a positive attitude and took up these assignments as a challenge. Though he was not able to solve things 100 percent, but to a greater extent. This success made him realize his professional and emotional potential like never before.

The high scoring respondents from the public sector with Mean score 5.50 have findings similar to those of respondents from ‘Services’ such as doctors, HR consultancies, financial services and Startups. The respondents are confident, have positive attitude and they promote positivity. They are overall happy about way things worked out for them in life. They accept multiple aspects of self and are satisfied looking at their achievements vis a vis peers and friends. Most respondents are happy as they have achieved in life, are respected, recognized, listened to and given opportunities that many don't get. Their current engagement makes them happy because before retirement they were busy in a routine form. Now their commitment is in a more specific way and they are able to contribute more than when they were in service. The respondents told in the interview they look for challenging assignments and ask for difficult roles. Challenging for them means lot of interfaces, complexities and dynamics play in the roles. This gives them different insights and challenges to work differently. Most respondents in this group play a bureaucratic role and admit that professionally they have been part of new learnings. They like experimenting and making some changes to the operating styles. They feel their participation or involvement in the organization has created a positive impact capable of bringing changes in the organization hinting at their Meaningful involvement. Their role is to help facilitate things, expand their learnings over a period of time and make contributions. Since their roles hinge on driving administrative and research excellence, they take various measures to not only

promote but succeed research environment culture across the organization. They promote a culture that every human component in the organization, whether new or old adds to the research culture. They believe in creating a set of people who can create a good positive environment. In terms of creating an environment they feel the younger people get to see an environment they have experienced abroad and they try creating that environment. They aim and target long-term problems or take on project ideas that may take longer to produce results. They have a clear vision about what they want go for and how to get it by prioritizing things and bringing in clarity. The respondents promote interdisciplinarity and collaborations across boundaries and with many people so that they could see the expanded view and maximize gains out of it. An example shared in the qualitative interview demonstrates respondent's mastery in the aspect of creating Meaningful workplace. He said he had to relocate his education and relearn lot of things to be able to understand what's happening in both his work area and around that area.

The high scoring respondent from the industry with Mean score 5.57 shared some findings similar to other groups.

The respondents across all groups acknowledge and accept multiple aspects of self, including good and bad qualities. The high scoring doctor respondents were courageous to acknowledge and accept multiple aspects of self, including their good and bad qualities and never hesitated in learning from others, be it the younger generation. As the philosophy of a respondent in life was *"to enjoy the profession, learn with passion and everyday question oneself on what I learnt today and how will it help me to become a super doctor."* They possess positive attitude toward the self and are pleased how life had turned out to be. These respondents share good relations with colleagues at work and they are approached for professional and personal advice. They pass their knowledge and learnings to the next generation and believe in empowering them with responsibilities. Quoting a respondent, *"They are open and free. I guide and help younger colleagues do their job, I help them with lecture notes, creating question papers and evaluation. They come to me with personal problems too. This makes me feel important and also makes the younger colleagues feel happy."* Most respondents took up jobs after retirement as they wanted to be busy and are self-motivated. However, altruism does not work in professional life even in the second inning as was revealed from several responses. The lower cost of hiring elderly compared to younger employees helps in getting post retirement job. Further, with limited employment opportunities there is bound to be intergenerational conflict between older and younger employees. They are well aware of all these things but they are working to keep themselves busy and money is not a priority. The respondents at the same time get enough freedom and autonomy to explore new ideas and the aim is to contribute to the development of society. The self-acceptance and self-motivation help them quash negative Images of Ageing/Stereotypes and overcome intergenerational conflict.

Likewise, the respondents from HR consultancies are dynamic, self-motivated and believe in identifying multiple aspects of self and using these aspects judiciously. Several respondents post retirement support societal improvement initiatives and take responsibility for the young and the old-old in their neighborhood and at work through organizing and implementing

initiatives such as safety and security of the society residents, maintenance of roads inside the colony, resolving issues among the neighbors and others within the society. Some of them have taken important positions such as Chairman for one or more Residents Welfare Associations (RWAs) in the locality. At work they strive to improve employee benefits, their health and wellbeing and reducing intergenerational conflicts. As a respondent said, *“Work wise I have been satisfied with myself and my responsibilities. Professionally, I engaged meaningfully to support HR departments in various organizations I worked for and helped them handle critical issues. Parallely, I work with the RWA to improve living conditions and resolving issues within the society. For instance, I set up the Self-Help Group in the society.”* For these respondents, satisfaction of doing things has always been far more important than anything else when it comes to work. Further, these respondents keep a check on their weaknesses and try they do not hinder their professional or personal work. They try maintain work-life balance not only for themselves but also for colleagues as they are aware of consequences of not following a balanced culture.

At the sametime the respondents from financial services too, like the respondents in HR consultancies understand and accept their good and bad qualities. They understand a person cannot be perfect professionally and personally and it is the shortcomings that one should work upon. As a respondent said that he understands he is overly professionally inclined, is a workaholic and that he should not expect the same attitude from his team members but for the client project closure pressures, difficult timelines and other circumstances that make him less humane sometimes. He added, he tries not to let it flow down often among his team members as it might have negative results in the long run such as employee ill-health, well-being and attrition. At the sametime, the high scoring respondents know their professional strengths such as team management, risk handling, causal thinking, experience and knowledge and they know how to put these strengths to best use for benefit of the organization. They too, however admitted that they overwhelmed by bottomline and as a result forget many other associated soft aspects such as Work-life balance of others.

Like the respondents from other groups (as discussed above), the respondents from the armed forces understand their weakness and strengths i.e., good and bad qualities as well. Their strengths include team work, endurance, perseverance and flexibility. They are able to prioritize things and let go what is difficult to change. It came out from the responses that these respondents have weaknesses such as being over-disciplined at times, overly outspoken and tough with civilians. Though they are right from their perspective but it gets beyond borderline for the civilians and they find it hard to comply to this level all times. A respondent explained that in army each one is trained to learn SWOT Analysis i.e. identifying their strengths, weaknesses, opportunities and threats and work on to improve their strengths and reduce weaknesses. Being vigilant and informed help them analyze opportunities and threats and find best suited solutions. A good thing was found out during the interviews that the respondents accepted and realized that their strained relations with colleagues and their own mental stress in new place have several factors accountable such as their own weaknesses and their lack of homogenizing abilities with the civilians (leaving apart shortcomings of the civilians). They realized their traits are acquired due to long exposure to armed forces and less interaction with

the outside world. Several respondents said they were trying working on it and also maintaining work-life balance. Some of the respondents were the second generation in the armed forces and grew up in the environment. For them the shift was even bigger and more challenging to the civilian and corporate worlds. They were unhappy with the indiscipline, politics, lack of selflessness, work culture and even the terminology of the world outside army. However, some respondents were perplexed if they are willing and trying to change, then why can't people from the other world change too. One respondent said, *"Maybe I have to leave my ego and past history behind as it is I who have entered the new world and not the civilians. I am trying adjusting and hope things will work out."* This a good example of acknowledging and accepting multiple aspects of self, including good and bad qualities.

The respondents from the public sector have similarities to the other groups as they believe in listening to others and improving. The respondents are outspoken and accept their negative qualities or shortcomings and find ways to improve. They focus on developing open relationship with team members for better communication and promote their well-being and work-life balance. As one respondent said, *"It's mutual. I don't make judgments based on opinions about their work and they don't make opinion about my work; I don't really think too much about them or about what they think either. What I am interested in is learning from past mistakes, doing the work and moving mutually. My colleagues should also feel the same way. But if they don't, I don't get obsessed by it."*

The respondents from several groups shared how they feel positive about their professional and personal life.

The respondents from HR consultancies feel positive about past life. Some of them shared examples of how in the past they helped their organizations progress, how differently they handled difficult personnel related situations, how their role developed beyond their expectations and the correlation between their current roles and what they did in previous years of work. They shared they see a continuous progression in their work from the previous years and in the current organization they teach and guide others based on their past experiences. Quoting a respondent, who shared that in a socialist organization where he was consulting, the issues were related to employee's compensation, but his influence on the management brought about several changes that helped resolve issues.

The responses from financial services respondents had similar tone to that from HR consultancies in professional aspects. The respondents feel positive about past life. They look back at their past with pride and satisfaction. They think they had a fulfilled past life and were able to make financial gains in life and setup a lifestyle to their liking. These respondents feel gratified that they were able to fulfil personal duties to their families such as arranging best possible education and careers for their children. They acknowledge they made mistakes in the past and that it is a part of learning process and that they emerged successful delivering projects, contributing to organizational productivity and efficiency. One respondent proudly talked of low attrition rate associated with his entire career, including the second inning, signifying his good managerial skills. The respondent said, *"It's a matter of agreeing to the assigned roles and responsibilities beforehand and then allocating job to my team and we are happy. We*

complete a healthy number of assignments and both the financial and personnel health are good.” Another respondent explained how they brought in a change. “Earlier the organization was in a moribund state and we brought it back to life. This is a partnership where the partners had sort of grown too old. One of the partners had expired and the other one had also become somewhat non-functional. So, we took it over, actioned on it and now it is a thriving organisation.”

The respondents from startups feel positive about past life. The qualitative responses showed findings similar to HR consultancies and financial services as the respondents shared examples from their past professional life and their satisfaction with excellence achieved in the past life. Quoting a respondent, who shared his past experience as a consultant for a dairy firm to help them manufacture Whey protein. The company made a substantial investment but due to lack of experience and technical know-how they couldn't manufacture the product. The respondent helped them understand product importance, its biochemistry, immunology and how to market it. Today, even after 20 years the company sends the respondent complementary product every month as their gratitude towards their contribution and guidance that helped them turn around the loss-making business into a success story. The respondent added, *“I may not have benefited financially much but I helped develop an idea which today all gym goers use profusely.”*

The respondents from the armed forces looked back upon their past life positively and with pride. Each respondent felt happy sharing past experiences in armed forces and how they contributed to the country and to the society. Thus, the finding is similar to respondents from other groups. The respondents' motivation to achieve in current jobs resulted from their past achievements and experiences. They held the belief like in their past life they are capable of achieving success in new life too and they will stand by to help and serve people like they did in the past. As a respondent said, *“It's true that our past helps us foresee issues that otherwise would be identified with difficulty in present and it helps in solving present and future problems.”* The respondents wanted to hold on to their qualities that make them unique, such as past experience, learnings and believe they are imperative for their contentment and wellbeing. A respondent explained how because of their past life they have so much to give to the society and also professionally. He explained how he averted intruding villagers into organizational land bank which otherwise would have caused great losses to the organization and how he handled the government administrative machinery to support his organizational cause. He added this would not have been possible without his past life experiences and neither it would have been possible for civilians to handle the issue. *“My experiences are shaped by the past events I went through. They shaped to a great extent my thinking, abilities and actions.”*

The high scoring respondents from the public sector, like respondents from the services sector feel positive about past life, professional excellence and their achievements. They have trust in themselves and their past. They feel they have contributed professionally and their work was manageable in the past because they thought the job can be distributed among others or the job can be done in such a way that it left them enough time to think. It was because of this aptitude that things became easier and that helped them a lot. In the interview a respondent mentioned, *“They recognize my work, that's why they called me and I didn't apply for a job. They asked*

me to join as a director of one of the central institutes after retirement. I don't have to do much work; they only seek advice. Also, both National and International Organizations invite me to inaugurate, give keynote lectures and give vote of thanks. I am happy."

Further, some qualities make these respondents stand out. They are always in quest for learning new things and doing continual improvements. On probing this quality, several respondents said they believe in keeping an eye on what's happening around, what Best Practices are in place, what practices can be imported or customized to suit their work. Most of these respondents are digitally savvy and try keeping pace with ICT developments and they promote Blended work. This quality makes them unique compared to other older age groups, where the respondents reported of technology being the differentiating factor between them and the younger generation.

The high scoring respondent from the industry shared similar tone on feel positive about past life as other respondents. He feels happy about his past professional life and the way things have turned up for him post retirement. He feels life treated him well and he got most things that he wanted in life. More, he understands he is endowed with qualities such as perseverance, hard work and lateral thinking that he has put to best use in his past and present careers. And he wants to continue contributing in years to come.

The low scoring respondents have Mean scores range between 4.37 to 4.92 indicating average to good performance.

The low scoring doctor respondents with Mean score 4.43 are not satisfied in their current jobs. This can be attributed to various reasons as narrated in qualitative interviews. Reasons such as lack of meaningful work, management pressure, less freedom or autonomy in decision making process, organisational culture, colleagues' outlook and orientation have been affecting their self-esteem and overall well-being. As one respondent pointed, *"Age stereotypes diminishes our ability to be productive. We have the right experience, knowledge and can lead them in the right direction. But who bothers about our skills?"* More, low self-esteem made some respondents sensitive to criticism, whether professional or personal. These respondents weren't comfortable with ideology of younger colleagues and the intergenerational conflict was visible. As was observed during interviews, the female respondents in private hospitals were deliberately talking at a higher pitch during the interview so that their displeasure could be heard on workplace floor.

The low scoring respondents from HR consultancies with Mean score 4.43 shared they are partially satisfied with self, performance and roles that have been assigned to them. They too faced issues similar as with doctor respondents such as management's insensitivity, resistance from a section of colleagues and curbed autonomy. The respondents in general try doing transformational work and believe in taking the organization to the next level, however, they face resistance from some sections and the systemic rigidity finds its way into progress and positivity. The respondents' motive is to support organization in an appropriate manner but at the same time the assignments come with various challenges. As a respondent mentioned in the interview, *"Even though the directives come from the management, it is not easy to steer clear*

intrinsic and extrinsic challenges such as setting up rules and regulations, setting up international contacts, agreements and coordinating exchange programmes. As a result, at times things don't work out as per expectations and this causes dissatisfaction.”

Another low scorer shared his concern. As a consultant he observed that in most companies the policies fail to fulfill future expectations of the employees. The respondent always feels that whatever he is being consulted for is done with full accuracy and result orientation. In his role he tries setting up straight dialogues between the two sides but things don't work at times. On one hand his role demands management confidence and on the other hand developing confidence in the employees toward their organization. These tricky situations make the respondent feel disappointed and makes him question his qualities. But all said, his success ratio is between 65 to 70 percent. Quoting the respondent, *“In an organization there were several issues at the lower level and no one was willing to support. I set up a process with support of the factory employees and the head office. It's obvious this was done with the motive the wealth creating centers don't get compromised and remain stable. It was a partial success as the two sides couldn't come to a meaningful conclusion on aspects such as structural arrangements.”*

The low scorers from financial services with Mean score 4.92 shared their problems. Again, commonalities were seen as in other respondents. The respondents want to get involved deeper in the organization and participate in more important ways such be a part of decision-making machinery and have freedom to implement initiatives and think differently. They would also like to get involved in social activities and do something as per their capabilities but for the work pressure, non-conducive organizational policies and lack of opportunities to help them develop their potential. Further, they want to share their experiences with the young generation so that they learn from past experiences. This would help them at work and in life. But things don't work out as expected. Quoting a respondent, who said, *“If I am a banker and my knowledge is relevant to other banks and organizations then there should be some mechanism of exchange and Best Practice Sharing. It will help not only the knowledge provider but also the receivers. But this doesn't happen and we are stuck in the usual humdrum of routine life.”*

Another respondent shared a unique problem. He said the retired employees are beneficial to the organization and should be asked to support the organization and be given some remuneration. He emphasized on remuneration because a young person would not have even 25 percent of knowledge of an experienced person. The idea is to develop young people through causal thinking, conflict management and developing them from within. Similarly, there are many things that an experienced person can offer to the organization but they face resistance from the young generation. He added, *“I don't understand when retired people join some organization there should be no feeling of competition with the young generation. But in reality, they feel threatened. This happened to me several times and I am not happy about it.”*

The third respondent had several issues to share that are unique to him. His professional past didn't offer him good experiences as the firm he founded didn't perform well. Neither the partnerships fructified. More, despite being highly qualified he couldn't get a job post retirement and he had to settle down forming a partial CA firm to sustain himself. These series

of events left him dissatisfied with life, low on wellbeing and emotionally stressed. However, at the end he self-accepted the situation. Quoting the respondent, *“It has been a sad professional journey for me. I feel betrayed and frustrated. I often ask myself why it had to happen to me. Professionally, financially and mentally I have been at loss. And at this age I can’t do much. I can’t go back in time and reverse my decisions. Had my wife not been working things would have been difficult on personal front too. Nevertheless, life has to go on. But I am happy my daughter is now a CA and well settled.”*

Most low scoring respondents from the armed forces with Mean score 4.63 no doubt were under occupational stress and cited some reasons same as respondents from HR consultancies and financial services for dissatisfaction. They cited reasons such as lack of meaningful work, management pressure, less freedom or autonomy in decision making process, non-conducive organizational culture, colleagues’ indifferent outlook and attitude affecting their self-esteem and overall well-being. They were not contented about their professional engagement and that was affecting their work life balance. The factors that kept them strong (other than their armed forces background) were their strong will power and strong familial and social ties. Most of the respondents were living with families and some with children and this acted as an emotional cathartic therapy for their wellbeing. It led to pressure release through discussions of problems faced at work with family members and old friends and it boosted their morale from time to time. This shows how self-acceptance can be linked to healthy social interactions. As low self-acceptance has negative effects on wellbeing, high self-acceptance can help an individual alleviate oneself from negative effects of wellbeing. Positive self-acceptance is good for emotional, physical and mental wellbeing.

The low scoring respondent from the public sector with Mean score 4.54 reported a reason similar to other respondents. He reported of non-conducive organizational culture, colleagues’ indifferent outlook and attitude. However, like the respondents from the armed forces, he is confident and positive about himself. Overall, he is not happy with way things happened in his personal and professional lives. He feels his acquaintances and friends got more in life than him. He thinks he should have achieved much more success in life and wishes things should have been different. The respondent said in the interview that in his new assignment he brought new expertise in the department as the subject he his teaching is respected by the department (as there was no faculty for the same for the past many years). He added that he tried getting renowned scientists for lectures and interaction but he has been disappointed. He said, *“I have been slightly disappointed with the kind of reception these people get from my organization as they don’t know what to do with scientists of this stature. I can bring in a greater number of such talented people, may be once a week because of my attained position in life, although it’s not my job. We got one noble laureate visit us but forget about another.”* On personal life he feels down as he lost his spouse and that left him to handle everything single-handedly.

5.6. Conclusion

Wellbeing in the work framework, for the respondents meant more than working and performing at workplaces. The responses clearly elicited that dignity was important to the retired rehired and it was seen as a multidimensional notion. It meant autonomy, meaningful involvement, meaningful engagement and meaningful workplace, self-esteem and respect (dignity of identity), positivity, availing physical, social and cultural opportunity structures and equality (human rights), self-actualization, and for some spirituality and societal involvement (spiritual attributes). Further, the workplace milieu showed direct relation to satisfaction and wellbeing. The milieu related aspects included workplace practices and settings, relations with co-workers, age friendly organizational climate, equality, autonomy, management outlook, organizational personnel policies, occupational stress and individual personalities.

The quality of work lives of the elderly were found to be affiliated to their purpose, autonomy, motivation, emotional condition, inner life in old age and aspirational dignity, that is an opportunity to realize their personal criteria of a good life. The results from our research study have common findings to the research project, Dignity in Older Age (G.Woolhead et al., 2004), where the authors found dignity related to dignity of identity, human rights and autonomy.

The **high scoring respondents** continue with high status in jobs post retirement that offer them participation opportunity and independence in decision-making process, give strategic inputs at work and have compliance of co-workers. They rely on their professional strengths to take lead and ownership at work and take decisions they feel are for organization's benefit. They arrive at decisions objectively by relying on their experience, knowledge and objective evidences. More, they do self-evaluation by correcting themselves whenever necessary. The organizational environment offers them opportunity structures, management support and independence to think, innovate and work. Thus, the respondents enjoy autonomy, freedom of expression, equality and decision-making in current organizations. These in turn help determine productive output, job satisfaction and influence work engagement. For them this engagement is a motivator, they feel interested, satisfied and productive. For them work is meaningful and it elevates their emotional condition.

The high scoring respondents in environmental mastery have leadership acumen, have empowering roles, are technically adept in their jobs, handling complex situations and motivating co-workers. Due to their past experience and multidisciplinary they prioritize, handle and resolve issues pertaining to professional work and co-workers. Their roles and responsibilities are complex requiring a unique set of professional and personal competencies for handling external and internal activities, analyzing milieus for threats and opportunities. They solve problems based on their experience, wisdom and past knowledge, and take informed decisions for overall organizational and co-workers' benefit. More, they look out for challenges in the surrounding environment and improving self-awareness so as to bring about positive professional and personal development. The feeling that they are contributing makes their work, workplace and engagement meaningful, provides them satisfaction, feeling of their worth and serves their inner desire.

The high scorers focus on personal growth. They are committed to their work, take various professional measures for improving and developing self, co-workers and the organization. They see their development in developing others. They pay importance to employee career progression, convincing and motivating them, developing and improving knowledge of colleagues through guidance and exposure, optimizing personnel performance through various initiatives and indulging in creative thinking and performing. These respondents avail opportunity structures to work as per their style and liking, and achieve which in turn help them do Self-Actualization. The feeling that they availed opportunities to work in field of their choice, that their performance is upto expectations, they are appreciated, had self-learning and self-growth, and that they benefitted the organization and co-workers make them feel fulfilled, emotionally motivated, achieve aspirational dignity and be contented with life.

These respondents have fostered positive relations both, professional and personal with colleagues. They promote making work a Shared Responsibility through teamwork, participative decision making and assigning responsibilities to colleagues. They feel responsible for welfare and, professional and personal development of colleagues and use their skills to maintain intergenerational harmony, motivate and promote co-workers, open communication channels, recognize, reward and appreciate co-workers. They aim at creating a conducive and employee friendly workplace with minimized conflicts and healthy work relations based on creation of values in human resources. Further, they learn through exchanges between two generations, understand give and take of human relationships and utilize complementary interdependence of the young and the old generations to give desired outputs. As a result, they have garnered respect, trust and established themselves as reliable, principled, problem solvers, efficient, balanced, unbiased and positive personnel. The intergenerational bonds provide them confidence, encouragement, engagement, personal and emotional development. Further, for them it is a platform to achieve aspirational dignity.

Further, the respondents have purpose in life. They possess and practice the motive of inner desire, do meaningful work, be meaningfully engaged, keep self usefully busy, promote wellbeing of the young and self, and correct the young when they go wrong. They are concerned about welfare of colleagues with the purpose to improve their working conditions and the mindset. Professionally, they practice productive ageing and improve organizational productivity through various means and measures. They promote developing the younger generation, increase own social circle usefully and spend quality time maintaining their health, wellbeing and work-life balance. These self-motivated high scorers carry positivity from their past professional life into the new innings with enthusiasm, elevated emotions and motivation. Some of them find meaning, contentment and elevated emotional condition in present life as they shifted focus to spirituality and serving the society.

The high scoring respondents have high self-acceptance and are satisfied about their professional and personal lives. They try working on their shortcomings doing situational analysis and identifying accountable factors for their weaknesses. Their past helps them identify present and future problems and anticipate their possible solutions. They see continuous progression in their work and self from previous years and try achieve success in

life after retirement i.e., the second inning. They take the responsibility on themselves to take professional and personal decisions and believe their role is to bring about organizational efficiency. For them satisfaction of doing things at work is more important than anything else i.e., the engagement is a motivator. They are active, possess positive attitude and for them work, workplace and the engagement are meaningful. Professionally, they are contented with their roles, performances, achievements and are not looking at career growth at this stage of life. In addition to professional work, they support societal improvement initiatives. These factors make them satisfied, affect their Quality of Life and lead to their health, emotional and cognitive wellbeing, and help achieve their personal criteria of good life.

For various reasons, **the low scoring respondents** were not actively involved in new jobs, they have low interest in this engagement and their personal criteria of good life is not met. They struggled vis a vis various subcomponent of Ryff's Scale which aggregated to them not being satisfied, and their wellbeing and workplace dignity are affected.

The low scoring respondents face various issues at workplace such as limited participation in decision-making process and freedom of expression, non-conducive organizational policies, values and unequal treatment, noncompliance of co-workers and non-friendly workplace culture as deterrents to satisfaction and wellbeing. Their limitations are partly due to their positions in current organizations that offer them limited roles, limited autonomy and their dependence on others for approvals, task execution and decision-making. Those in consultants' roles deal with simultaneous expectations and pressure of multiple employers and those working as employers face issues with assigned tasks that might be beyond purview of their expertise.

Their curbed participation in decision-making process limits their independence, creativity and productivity. The employee unfriendly organizational policies keep them off from concentrating on professional issues and disturb their work-life balance. The discriminatory remuneration policies make their personal financial liabilities unfulfilled, unequal treatment and lack of opportunities compared to younger colleagues cause them emotional and cognitive stress that affects their overall wellbeing. Workplace for them is not meaningful, the non-conducive work culture offers limited socio-cultural opportunity structures, equality, respect, dignity, satisfaction and well-being. They are unable to realize their potential and personal criteria of good life i.e., aspirational dignity. They practice adaptive preference, work with minimalised interest, motivation and emotions.

Though the low scoring respondents too, are team handlers and multi-tasking individuals, they face issues vis a vis strained social relations with colleagues, lack of respect and trust of co-workers i.e. interpersonal ageism. They also face socio-cultural issues with coworkers such as generativity mismatch, intergenerational conflicts and lack of interpersonal relationships with the young generation. Further, the lack of altruism in the young generation, their differing morals and ethics, their lack of knowledge and skills and deteriorating student and employee quality cause them botheration as despite knowing and understanding they are unable to improve or control the situation. The respondents do carry the inner-desire to guide the young generation and do societal development but for lack of physical, social and cultural opportunity

structures that prevent them from proceeding and utilizing their potential. These aspects cause them stress, resultant underperformance and professional stagnation. It acts as an impediment to their health, wellbeing and motivation.

Similar reasons such as nature of jobs, non-congruent organizational policies (institutional ageism), strained social relations at workplace and financial stress account for the low scoring respondents being unable to fulfill their purpose in life, have affected self-esteem and disbalanced work life. They reel under occupational stress and suffer from lack of meaningful workplace, work and involvement. Hence, neither are they able to utilize their potential nor is their emotional condition elevated in the second inning.

Linking our findings with the **gerontological discussion in India** is disparate as the current discussion is mostly focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of wellbeing from work perspective is touched upon. For instance, a study examined the association between generativity and quality of life (QoL) that showed that family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai et al., 2021).

More, since our study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and various factors of wellbeing at workplace. This study contributes to form the base for further research in the Indian scenario on wellbeing and dignity at work and provides policy advice inputs. It also compares results with international study Dignity in Older Age (G.Woolhead et al., 2004), where the authors found dignity related to dignity of identity, human rights and autonomy and draws Best Practice from it.

Findings of our study helped identify some specifics wrt wellbeing and dignity at workplace in India.

The past job and position play as deciding factors to what degree will the person have power, autonomy and influence in job after retirement i.e., second inning. This also helps determine their overall wellbeing.

If someone doesn't have resources and networks, they will not earn respect and support of the young generation, which looks for tangible gains. Nor they will draw interest and favour of the organization they would work for. These in turn result in low performance, emotions and motivation, struggle at work, adjustments and affected dignity. Since a majority of retired rehired persons fall in this category and that the privileged ones are a thin majority, it becomes apt to discuss a ground reality in India.

Our sample for the study consisted of educated persons, who are from a meagre 4.5% of the total Indian population and this educated class is considered the "Privileged Class" who had good jobs and were financially stable. Now if within this privileged class a majority are suffering, it throws light on a serious issue to deliberate on i.e., what would be the state of the major portion of the elderly population in India who has little to no access to necessities of life.

Further, the privileged class in India is struggling post retirement, so the concepts of active and successful ageing become obsolete. What is needed in India is the implementation of the concept of Healthy Ageing. Contrarily, in the west, the societies are well off, the elderly avail social security and help from the government and where the concepts of active and successful ageing are prevalent.

Chapter 6

Psychological Characteristics in the Context of Post Professional Engagement

6.1. Summary

For qualitative data analysis the **Ideal typical grouping technique conceptualised and methodology developed by Uta Gerhardt (1994)** is used. The study deals with the three objectives; To understand the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations; To examine the extent to which elderly people are actively involved in the reemployment/second innings, the interest of the elderly in such an engagement and the importance of this commitment, above all, for the individual's emotional condition and; To what extent older people in the commitment described here see as opportunity to realize their personal criteria of good life.

In the research study qualitative data was collected with the help of indepth interviews based on the objectives. The qualitative responses were compared with the responses on Ryff's Scale and LGS and checked for parity. Next, the narrative of each participant was summarized in form of a "case reconstruction" followed by comparison with other case reconstructions. A specific case was selected as an example that represented a type of group and respondents were assigned. Then the sociodemographic factors, psychological characteristics of Five Factor Model and Honesty-Humility Spectrum were looked at and respondents classified into those with similarities and differences with the ideal-typical case example. Five ideal typical groups were created based on similarity in responses in psychological wellbeing, generativity, internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (sociodemographic factors).

It emerges from the results that past professional life is an important factor in developing one's personality, attitude, work style, relations with others, and emotional and cognitive make up. Furthermore, age was found to be associated to work ability, sustainability, aspirations, outlook and developing meaningful relationships. The result also elicited the importance of organizational support vis a vis working conditions and the personal resources for occupational competence, attitude and motivation.

Some more results indicated that unfulfilled past professional lives motivate to achieve professional excellence in second innings with focus on material gains and maintaining relations, and circumstantial second innings cause dissatisfaction. It also came up that work performance is a function of good relations at work, autonomy and there is possible evidence for the relation between work-related and relationship satisfaction, and life satisfaction.

6.2. Introduction

This chapter presents the qualitative analysis of respondents. The responses from the interviews were analyzed for wellbeing, generativity, internal characteristics (psychological characteristics) and external characteristics (socio-demographic factors). For qualitative data Ideal typical grouping technique was used which can be traced to Max Weber (1904). Our analysis relies on concept and methodology developed by Uta Gerhardt (1994, 2001). Ideal typical grouping is constructed as a reference or parameter to measure, test and interpret other constructs (Stuhr & Wachholz, 2001; Werbart et al., 2016). It is a practical, simple, logical and parsimonious approach (Bailey, 2000) that helps compact data for comparative analysis which helps to understand occurrences (Gerhardt, 2001), link interpretation to a reasonable causal explanation (Aronovitch, 2012) and generate new ideas (Swedberg, 2018).

This chapter on qualitative analysis deals with the following objectives:

- To understand the extent to which elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations.
- To examine the extent to which elderly people are actively involved in the reemployment/second innings, the interest of the elderly in such an engagement and the importance of this commitment, above all, for the individual's emotional condition.
- To what extent older people in the commitment described here see as opportunity to realize their personal criteria of good life.

The analysis, however does not represent the whole population of elderly in India. The three major criteria have been identified for the study. The respondent should be re-employed, the respondent should be atleast a Post Graduate and should have worked at an Officer level and lives in a city. Thus, this study represents the experiences of relatively privileged elderly.

6.3. Data and Methodology

In the research, qualitative and quantitative data were collected separately. The quantitative data was based on the responses collected through Ryff's Well-Being Scale (Satisfaction and Well-being) and Loyola Generativity Scale (Generativity) and the qualitative data was collected with the help of indepth interviews based on the objectives. The interviews were conducted in person or on phone.

The questions in the in-depth interviews revolved on the themes of Generativity and wellbeing. The questions probed on points such as understanding the concept of mentorship, turning point in biographs of the retired elderly, their health psychology, life satisfaction, interaction in social network participation, motive for extending career, what are they doing now in the second inning and how they can extend experiences in the labor market, is there a change in profile, what is their internal motive, is there a generativity motive, do they look for symbolic immortality and essence of caring and supporting following generations. Further probe is on their understanding of identity, concept of good life, values to be fulfilled for them to feel they are leading a good life, what constitutes good life for them in how far they can do it in their second inning, and last but not the least – how the younger generations perceive them.

The participants were observed during the interview, notes taken for specificities and a field diary maintained where the 'events' were noted. These techniques were used in order to understand and compare participants' verbal responses, and arrive at meaningful conclusions while analyzing data.

As the first step a questionnaire was administered to each respondent. The questionnaire had three sections; Section I on identifying Sociodemographic factors or extrinsic factors of the respondent such as age, gender, marital status, number of household members, socio-economic status, educational background, degree type, place of highest education, spouse's educational background and degree type, city/zone of residence, date of retirement, date of joining second inning, nature of current employment, job type, job sector, number of years from retirement, number of years in current job and satisfaction with current working conditions. The Section II covered questionnaires of Ryff's Scale and Loyola Generativity Scale (LGS). Section III dealt with questions for the indepth interview that delved on Generativity, Wellbeing and Life with New Job. The Section III questions were not shared with the respondents. They were asked and probed during the interview.

The qualitative data in the research study consisted of interview transcripts, observations, open ended conversations, field notes and diary. Verbatim interview transcripts were prepared which were converted into summaries. Observations done during the interviews helped understand participants' behavior, expressions, personality, body language and commensurate notes were taken. During observations a field diary was maintained in which the 'events' were noted. The field notes became significant for analysis as they helped differentiate 'superficial' interview with the 'reality' which helped analyze better.

In order to find meaning from each interview the collected data from each respondent on various questions (narratives) was studied in detail in order to understand the overt and covert meanings. For each respondent a description of their experiences, insights, understandings and characteristics was prepared. Then the qualitative responses were categorized as per subcomponents of the Ryff's Scale (Autonomy, Environmental Mastery, Personal Growth, Positive Relations, Purpose in Life and Self-Acceptance) and Loyola Generativity Scale (Passing on knowledge and skill particularly to the next generation; Making significant contribution to the betterment of one's community, neighbourhood and so on; Doing things that will be remembered for a long time; Will have a lasting impact and will leave an enduring legacy; Being productive and creative and Caring and taking responsibility for other people). As in the interview there were at places overlaps in a respondent's responses, the narratives were checked for overlaps and the statements clubbed or repetitive statements were deleted, as appropriate. The qualitative responses of each respondent were compared with their responses on Ryff's scale and LGS. This was done so as to compare and understand participants' verbal responses on wellbeing and generativity against their responses on the two scales and check for parity. Next, the narrative of each participant was summarized in form of a "case reconstruction". Then each case reconstruction was compared to other case constructions in order to identify similar response types, identify patterns and group respondents based on analogous responses, expressions and characteristics. The process of data categorization involved data comparison, identification of interlinkages and emerging patterns and moving from individual codes towards creating broader categories in order to gain better conceptual understanding of the data. This helped understand how the individual components were

interlinked together into a broader framework and linked back with the theoretical framework under study. The codes with similar attributes were grouped together and linked.

As the next step, a specific case was selected as an archetype or an example that represented a type of group. This example had the characteristics that would form the baseline for identifying respondents with similar narratives, experiences and characteristics. Once the respondents that are assigned a group are identified, their sociodemographic factors such as age, marital status, sex, socioeconomic status (three indices), family size, geographic area, education, income, the job sectors the participants were from and were currently working, number of years in past and present employment and satisfaction with the current working conditions were looked at and respondents classified into those with similarities and differences with the ideal-typical case example for each grouping. Finally, the psychological characteristics of Five Factor Model (extraversion, neuroticism, openness to experience, agreeableness, and conscientiousness) and Honesty-Humility Spectrum that were attempted to observe and understand from the responses during the interviews were looked at and classified into those with similarities and differences with the ideal-typical case example for each grouping.

The qualitative data of the respondents was subjective in nature and the understanding and knowledge were arrived at through ground level responses and by interpreting. Hence, it was important to interpret data systematically so as to minimize errors in interpreting data and so as to make a meaning out of subjective responses. For instance, a respondent explained himself being highly emotionally stable, however, in some instances, he exhibited characteristics that showed the opposite. This means the individual had both types of psychological tendencies. Here, the researcher made a choice between what characterizes or represents the participant more closely and accordingly marked high/medium/low on the parameter.

Thus, five ideal typical groups were created based on similarity in responses in psychological wellbeing, generativity, internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (sociodemographic factors). The members of each group varied from members of other groups in terms of their psychological wellbeing, generativity, psychological traits and sociodemographic factors. Once groups were allotted, the patterns and characteristics for each group were explained. For instance, Ideal typical Group1 respondents were identified with the psychological characteristics such as highly autonomous and independent, influential, competitive, high aspirational dignity, meaningful involvement, meaningful work and workplace, high on work identity, demonstrate self-control and integrity, have high morality, religiosity, have high inner desire, are cooperative, driven by the sense of responsibility for the young generation and for the society, work-life disbalance, high self-actualization, spirituality, negligible focus on material gains, kind and caring, highly satisfied and high on wellbeing and generativity, want the young generation to practice altruism. And the Five Factor Model and Honesty-Humility Spectrum based observations helped deduce the respondents are low openness to experience, moderate to high conscientiousness, low extraversion, high agreeableness, high emotional stability and high on honesty-humility spectrum.

6.4. Analysis using Ideal Typical Grouping

Group 1

This group of respondents share several commonalities in terms of intrinsic characteristics i.e., personality traits and behavioral characteristics.

Group 1	
Psychological characteristics: personality traits and behavioral characteristics	Highly autonomous and independent, influential, competitive, high aspirational dignity, meaningful involvement, meaningful work and workplace, high on work identity, demonstrate self-control and integrity, have high morality, religiosity, have high inner desire, are cooperative, driven by the sense of responsibility for the young generation and for the society, work-life disbalance, high self-actualization, spirituality, negligible focus on material gains, kind and caring, highly satisfied and high on wellbeing and generativity, want the young generation to practice altruism.
External Characteristics: Sociodemographic factors	The respondents are from four zones (north, west, east and south) of India, gender wise too, there was no variation, they belonged to upper middle to upper class, have no financial liabilities and little to nil familial liabilities, educational degree type was not significant as they came from different subject areas. They had spent some part of their lives in the western world studying and/or working, their spouses were highly educated (post graduate and above) and their children were well settled. Some were living with children, while some with their spouse. The number of household members ranged between two to four, Job sector (services, public sector and the industry) was also not significant as the respondents showed similarities.
Five Factor Model and Honesty-Humility Spectrum	Low openness to experience, moderate to high conscientiousness, low extraversion, high agreeableness, high emotional stability and high on honesty-humility spectrum.

The respondents are satisfied with life and the way things turned out for them professionally. They look at life and their achievements with positivity and want to continue contributing professionally and to the society till they are mentally and physically fit. In their past and current roles, they are fairly autonomous and this can be attributed to their nature of work, their high positions, roles and responsibilities and their personality gravity. In their roles they hold advisory positions, are independent to an extent, are able to influence decision makers and are calm and composed. As these respondents have long and wide international exposure in terms of study/research and/or work, it helps them have an edge over others professionally and offer solutions to problems from their varied experiences, knowledge, wisdom, strategies and verbal or communicative competences.

Irrespective of the sectors they worked for (services, public sector and the industry), they have shown positivity and proved themselves across sectors i.e., even switching sectors post retirement has not been a problem for them. Their adjustment levels are high and so are their understanding levels, decision-making preferences and tolerance levels. These maybe attributed

to high positions they held in the past, adequate exposure and complex work profiles and teams they have handled. They are or were involved with the government in advisory roles and empanelled on various Boards.

This group of respondents see their development in development of others, specifically the young generation. They are like fatherly or motherly figures for the colleagues, they focus on counselling them, helping them grow professionally and personally and open new experiences in terms of learnings from them.

This group of respondents enjoys strong personal equation/relations with younger colleagues and students and they are far from thinking about competing with younger colleagues as they think they have lived their professional lives to satiety and now they have to give, care and help others. This responsibility, they extend not only professionally but also personally (by serving the society). They however feel the young generation needs to practice altruism, spirituality and not run after material gains as it might hinder their long-term standing and success.

The respondents have a strong sense of responsibility. They have a vision to support the next generation and live among the generations to come. They are also achievement focused and want to contribute through excellence in their fields of work and train, guide and develop the young generation by various means. Further, these respondents have a central sense of understanding self and others' viewpoints and come to logical conclusions through experiential evaluations. Quoting a respondent, who said, *"I say with confidence I have fostered positive relations with my colleagues. I am more like a mentor to them and it is my responsibility to provide them practical training, career orientation and give them what they don't have technically and/or administratively. I motivate them, appreciate and reward them and try inculcating in them society-oriented thinking."*

These respondents have a great interest in reemployment and keeping themselves usefully busy (cognitively and physically). For them this engagement is a motivator, makes them feel satisfied and they see it as an opportunity to realize their personal criteria of good life.

This group of respondents is highly generative. They have a visible generative concern in the form of taking responsibility for the younger generation. This ideology holds an important place in their intergenerational interactions, conduct and concern.

The generative concern (i.e. conscious concern for the next generation) is result of motivational forces (cultural demand and inner desire for symbolic immortality). This group of respondents receives that demand from the society and colleagues at work who approach them for advice, help and guidance on various matters. Parallely, their inner desire i.e., "need to be needed", to have meaningful relations to others and a need for "symbolic immortality" drives them to be generative and get involved in intergenerational bonds and meaningful relationships. This generative concern and commitment is translated into generative action through seamless communication, formation of relationships, guidance, fairness, sincerity and support to the young generation.

The respondents using various means try pass their knowledge and skills to the next generation. The respondents arrange regular forums with younger colleagues in order to understand their problems, concerns and ideas and they try resolving the issues pursuing their knowledge, wisdom and professional competencies. This exhibits the aspect of their warmth, kindness and helpfulness. Further, they use these platforms as a means to develop relations with the younger generation. As a respondent carries a vision that the young generation should be well read and

the knowledge gained should be used for benefit of the society. Quoting another respondent, who said, *“Learning is a dynamic process and one should keep updating knowledge and keep self-abreast of recent developments. One should be patient and work hard with honesty.”*

The tangibles, such as rewards, financial remuneration and monetary growth don't matter much to the respondents. They are rather, in general, high on soft skills, being humane and are driven by genuine concern for the young generation. They go the extra the mile to help them in their hour of need; By virtue of their position, they help them professionally and by virtue of caring for them they help them in personal matters as well. More, they are extra calm, satisfied with life, don't complain, not ambitious anymore, believe and practice spirituality and serving the society, practice high form of altruism, are disciplined, dependable, highly satisfied with professional life, engagements and achievements but have little time for own personal life. They are empowered and look back at their achievements with pride. Further, this group of respondents avail the opportunity structures (social, cultural and physical) to implement their cognitive, emotional and motivational potentials in intergenerational relationships.

The sociodemographic profiles of this cluster showed the respondents were from four zones (north, west, east and south) of India, gender wise too, there was no variation, they belonged to upper middle to upper class, have no financial liabilities and little to nil familial liabilities, educational degree type was not significant as they came from different subject areas. They had spent some part of their lives in the western world studying and/or working, their spouses were highly educated (post graduate and above) and their children were well settled. Some were living with children, while some with their spouse. The number of household members ranged between two to four. Job sector (services, public sector and the industry) was also not significant as the respondents showed similarities.

Group 2

Group 2	
Psychological characteristics: personality traits and behavioral characteristics	Full of enthusiasm, curiosity and energy, motivated, firm, focused on material gains, have unfulfilled professional desires that they want to achieve in second innings. They are focused on professional excellence, self and organizational gains, promote sincerity, have an attitude, are aggressive, involved in intergenerational conflicts, generativity mismatch, clash of aspirations and practice adaptive preference. Try maintain work-life balance, work identity is not important and the inner desire is not high. They want the young generation to learn work ethics and etiquette. They are not direct decision makers but facilitate decision making through grounded inputs. Nor their roles are independent.
External Characteristics: Sociodemographic factors	They are primarily from two zones (north and west) and one was from south. They were all males, belonged to the middle class, have financial and familial liabilities, studied and worked in India, educational degree type was somewhat significant as they came from primarily commerce, management, finance and engineering subject areas. Their spouses' education varied between high school to post graduate, the number of household members was between four to five and their children were living with them. These respondents were patriarchally oriented.

Five Factor Model and Honesty-Humility Spectrum	They are high on openness to experience, moderate to high conscientiousness, high extraversion, high agreeableness, low to moderate emotional stability and moderate to high on honesty-humility spectrum.
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The respondents of this group are enthusiastic, curious and want to explore new things at work. They are full of energy and this could be ascribed due to their relatively younger age compared to respondents of cluster 1. They want to achieve more in life, specifically professionally. When they look back at their past jobs, they mark it with unfulfilled professional desires. They are not direct decision makers but facilitate decision making through grounded inputs. In some cases, they participate in discussions at the departmental level decision making. In their roles these respondents are not independent, rather, dependent on others to perform their roles and take decisions. As a respondent said that he can only give his suggestions but the change and usage entirely depend on the higher authorities. But still, they are high on self-determination and resilience. Quoting a respondent, who said, *“I feel I have a decision-making role to play in my current organization but with some restrictions. I somehow would like to strive and get things more in my favor.”* The main reasons for them taking up jobs post retirement were to keep busy and fit, monetary support, fight low feelings they encountered near and post retirement and for self-satisfaction.

Though the respondents are experienced, have exhibited professional competence at various points of time and tried handling complex tasks beyond their purview, however organizational hierarchy, policies and job boundaries hold them off from showcasing full talent and competence. As a respondent shared, *“I have positive attitude and I am always there to support people whenever someone needs me in any crucial situation. Basis my past experience there are things I can handle with ease but I am not contributing to due to departmental regulations, management policies and ego. There is little motivation.”*

Despite the organizational drawbacks the respondents feel accountable for organizational productivity vis-à-vis their roles and make efforts to perform as per expectations, and at times above expectations. The respondents are responsible excellence pursuers, forward going, perseverant and strive to achieve their professional targets. This attribute showcases their reliability, discipline and accomplishment orientation.

The respondents try maintaining congenial relations with colleagues. They are social, outspoken and mention about their colleagues with positivity. Their conversations span mostly across professional matters, they share their knowledge with others and cherish their social interactions. The respondents are outspoken and help colleagues understand their viewpoint on prioritizing things at work and minimizing contradictions of any kind. They carry the philosophy that coworkers are one team, they should trust and respect each other and work cohesively in order to make the organization strong enough to withstand any kind of pressure from the outside world and achieve identified productivity goals. The respondents also understand that people carry inhibitions within them and that by developing warm relations and building trust can bring rewards. The respondents pay attention to setting up good communication channels with colleagues so as to minimize misunderstandings and bring clarity. Quoting a respondent, who said, *“Earlier all staff members only followed the instructions given by their seniors and kept all information secretive but lately realized that we*

all are one team and must work together to be successful.” However, at times the interactions and relations with others are not smooth. There are instances of intergenerational conflicts and generativity mismatch. During most of these times, the respondents showcase resoluteness and setup open dialogue so as to clarify and clear out things but sometimes they settle down for adaptive preference. This is in contrast to cluster 1 respondents, who focus more on inner desire to leave a legacy behind and also they help people professionally.

This group of respondents shares the viewpoint on learning from each other, specifically the young generation. The young generation comes with a modernistic approach, generates creative ideas, is abreast with happenings in the world and is technologically advanced. They listen to their ideas, evaluate and use whatever suits the best. They encourage keeping the young generation part of projects, meetings and events and highlight or give credit to the young employees for their contributions. This boosts up their confidence and instills gratitude toward the organization and the elderly. As a respondent said, *“There are times I loose temper when dealing with some difficult customers but these youngsters only help me to calm down and be patient and further talk to them and ease things out. In these critical matters I learn a lot from the youngsters in my team. Also, all my teammates always cooperate with me as much as possible and appreciate my performance.”* Hence, the heterogeneity at workplace creates an inclusive culture which in turn has several positive long-term benefits such as an opportunity for both generations to learn new skills, understand each other’s values, beliefs and gain an appreciation for one another. This in turn positively affects generativity, reduces stereotype and ageism, improve happiness at work, motivation and overall wellbeing.

This group of respondents (cluster2), however, also feels the young generation should inculcate altruism, humanity and belief in staggered success achievement. Another aspect came out from qualitative responses that these respondents were not emotionally stable as cluster 1 respondents as there are instances of their quick reactions, losing temper, conflicts with co-workers, ambition and pessimism.

The respondents have goals in life. They have familial responsibilities, believe in worldly practicality and their goals reflect focus on self & professional development, financial gains and organizational efficiency. They aim at reducing disparity in the thinking process between the employees and the company as this they think helps in benefitting everyone. One of the techniques they deploy to achieve this is to teach others to be compassionate, adjusting and set examples for others to follow. These respondents are moderately modest, fair-minded and honest; however, they are in general not satisfied with their past lives and want good things to happen to them and to their families. More, these respondents have interest in reemployment and keeping themselves busy and be financially independent. For them this engagement is a necessity and they see it as an opportunity to realize their personal criteria of good life.

This group of respondents is generative but the concern and action are more limited to professional exchange and etiquette i.e., technical generativity. The respondents want to pass professional knowledge and skills to the next generation. The qualitative responses elicited that the respondents want to pass their skills, knowledge and professional etiquette such as discipline, punctuality and respecting seniors to the next generation. They feel unless the young generation explores and accepts these aspects, they would become stagnant in life. They are also of the opinion that the younger generation comprehends various matters with a broad perspective and that they should not underestimate their seniors and respect every person’s

potential. Seniors might not be very modern but they have by large greater experiences in life. As a respondent said, *“Experiences always counts better than full grown knowledge of any individual. Seniors might not be tech savvy but their practical knowledge and experience is definitely exponential and creates a benchmark for generations to come and one must always regard them no matter what organizational position you hold.”* The elderly respondents further highlighted the importance of fairness, transparent communication, sincerity and professional unity at work as important traits that the young generation should learn and develop from the seniors.

The respondents in general shared that they are doing justice to their roles and job performances. They are ambitious, self-confident, work actively, conscientiously and cautiously keeping in mind their professional targets. They extend help to co-workers, specifically their team members to help accomplish their work using their professional strengths such as causal thinking, problem solving, correcting them, improving their understanding about clients and governmental regulations, and teaching them interpersonal skills. These in turn help maintain team’s job performance. This indicates their behavioral skills are interpersonal and professionally driven that help achieve collective success in workplace settings. Parallely, they try being creative, disciplined and taking extra effort to satisfy organizational management by meeting their expectations. They ensure that their team members work efficiently, disciplined, are continually trained and follow protocols, thereby further improving organizational productivity and give excellent output. As a respondent said, *“People who work with me are not allowed to waste their time in the working hours.”* Further, the respondents shared various initiatives and task related behavior that brought about positive changes in the organization.

The outspoken, conscious and professionally oriented respondents also showcase soft traits of warmth, trust, helpfulness and compassion towards co-workers that are important for development and performance of their team members. As a respondent said, *“I am tough professional master but at times one has to balance out things by paying attention to team members issues and personal needs.”* Thus, at workplace, generativity is evident as the elderly with personal and professional strengths manage, guide, support, motivate, correct and control the young generation. This also shows that the elderly people in India have an opportunity to use their expertise and personal strengths in intergenerational relations.

The sociodemographic profiles of this cluster showed the respondents were primarily from two zones (north and west) and one was from south. They were all males, belonged to the middle class, have financial and familial liabilities, studied and worked in India, educational degree type was somewhat significant as they came from primarily commerce and engineering subject areas. Their spouses’ education varied between high school to post graduate, the number of household members was between four to five and their children were living with them. These respondents were patriarchally oriented. Job sector (services, public sector and the industry) was not significant as the respondents showed similarities.

Group 3

Group 3	
Psychological characteristics:	Satisfied past job life and circumstantial job shifting before retirement (premature retirement). They play an intermediary role in the organization,

personality traits and behavioral characteristics	including decision making, are influenced by situations, have familial liabilities and inclination, have mixed relations with co-workers but exercise caution at all stages. On contrary their relationships with students are quite strong. They have moderate inclination towards professional growth and do not have a desire for monetary growth. They believe in keeping promises and carry a three-fold approach of developing potential of co-workers, students and self. They have keen interest in being busy, independent and work identity is important to them. Their main professional challenge and stress comes in form of handling expectations of the top management. The respondents are fair, rational, egalitarian, honest, extrovert and logical thinkers. They are loyal and committed to work (sometime to the extent of workaholism) and have a deep desire to support their organizations to their best capacity, however, their participation in the organization didn't change or move things much. Overall, their work is moderately meaningful to them.
External Characteristics: Sociodemographic factors	The respondents were from all four zones of India, they were all females, belonged to either middle or upper middle class, have familial liabilities, studied and worked in India, educational degree type was not significant, their spouses' education varied between graduate to Ph. D holders, the number of household members was between two to five and some were living with children and grandchildren. Job sector (services, public sector and the industry) was not significant as the respondents showed similarities.
Five Factor Model and Honesty-Humility Spectrum	They have low to moderate openness to experience, high conscientiousness, high extraversion, low to moderate agreeableness, high emotional stability and moderate to high on honesty-humility spectrum.

The respondents of this group shared they had satisfying past job life that was upto their liking, they were embedded in the system and well settled there, thus they are different from cluster 2. These respondents shifted jobs a little before retirement (premature retirement) as they had the fear or insecurity about what they would do post retirement. There was no option available for extension in the past jobs and they wanted to continue to be independent, busy and medically fit. So, as and when the opportunities to join new organizations came, they took up the offers. The offers came in form of references from members of religious sects and association with the board member(s). However, these opportunities, as the respondents shared, had some repercussions in form of extra expectations and boundations that caused the respondents stress. *Quoting a respondent, who shared on her thought on this aspect in the second innings. She said, "Just six months post I superannuated, revised rules on retirement came from the state government. I wish it would have happened six months earlier, I would have continued in my previous role for 3 more years."* She added, *"In the new job I faced several difficulties such as use of computer and that I was being all the time observed. I was not used to this working style and it took great deal of effort and time to work on it. I am still trying and it causes me a lot of mental stress."* Another finding elicited from the responses that before taking up the second innings the female respondents had to take acceptance of their spouses, whereas the male members took no one's permission. This aspect showcases the societal gender structure and

dominance, and gender matters as identity or stereotypes. These factors caused the respondents of cluster 3 to differ from cluster 2 on the aspect of openness to new experience. Their imagination or thought process, articulateness and interest are negatively affected.

The respondents are involved in the decision-making machinery. Since they have access to the management through religious or professional association, they play an intermediary role in the communication channel between the departments and the management. From outside, it seems they are the influencers but in actuality they are the link between the two sets of people and they carry on their shoulders expectation of the management to provide them with extra information on coworkers (personal and grounded) and act as their negotiators. While on the other hand, though they participate in departmental decision making, the coworkers look at them as close associates of the management and refrain from sharing with them that 'Extra information' the management is looking for. This aspect adds to their stress levels as the respondents want to be their 'Self', professionally and personally but they are unable to achieve this desire on account of their positions. They however, try and present themselves in a positive manner, try resist social pressures and regulate behavior from within. This can well account for their self-determination as well.

The respondents have reasonable professional pasts and have gained knowledge and experience that they try showcase in current jobs. They try perform their roles and responsibilities carefully challenges they face come mainly in the form of administration i.e., the top executives and in a planned way but things are not favorable at all times. The respondents shared, top executives have power hunger, are money minded, consider themselves absolute authority and force upon the employees the unfriendly organizational policies. The respondents equate these practices with capitalism at workplace. The respondents, in addition to performing their professional roles are expected to play the 'Intermediary roles', which they find difficult to execute. Playing the intermediary role makes them face negativity and resistance from employees, diverts their energy and focus from their main job, prevents them from showcasing full potential in their jobs and takes toll on their health and wellbeing. Also, this makes it difficult for them to manage everyday affairs and feel unable to improve the surrounding context. They, however try handle things with maturity and attempt setting up communication channels so as to maintain a balance. On the whole, the respondents are not very satisfied in their in current positions as situationally they have to work against their principles to suit private organizational requirements. Nor they feel they have brought about any drastic change the way organization was functioning before their joining.

The respondents have a moderate inclination towards personal growth and development. Overall, they carry a three-fold approach towards development and developing potential of co-workers, students and self. When it comes to students, they put in extra efforts to understand their needs, identify shortcomings or development areas and give them advice, expose them to appropriate new experiences and developmental trainings. They aim to make them grow professionally and personally. For co-workers they plan developmental trainings and exposure but this is hindered at times due to unfavorable personal equations, clash of interests and behavior of co-workers. The respondents, however try and contribute and adjust as much as they can. Regarding self-development, the respondents shared they only look at updating knowledge through networks and professional events such as conferences and workshops so as keep themselves upto date professionally. Rest, they do not have a desire for self-professional or monetary growth. This aspect makes them different from cluster 2 and it throws light on

satisfaction with past life, and their sense of responsibility and duty towards others. This aspect further extrapolates on their relations with coworkers.

Another difference from other clusters is that the respondents of cluster 3 share mixed relations with co-workers. The respondents shared that even though they maintain relations with colleagues, they exercise caution at all stages. The caution the respondents exercise can be explained further. The younger colleagues feel the seniors are a problem. The young generation wants to grow fast, they want to be heard and they think seniors at workplace are a competition to them and this attitude leads to misunderstandings, generativity mismatch and intergenerational conflicts. The respondents through their wisdom, perseverance, conflict handling skills and experience try handle this issue differently. Some prefer ignoring, rather neglecting them when they get aggressive, while some professionally try giving them importance by involving them in operational tasks. As a respondent said, *“When doing patient operations as a team I am against the idea of making the younger colleagues watch and the seniors do the operation.”* And some focus on improving communication and team building initiatives. This shows the respondents’ assertion, emotional stability and perseverance.

The respondents support the idea of two generations working together and learning from each other. The young generation has distinct viewpoints on subjects and the seniors must respect their opinions – this helps in learning. Parallely, the respondents advise the younger colleagues they do time keeping (practice punctuality), be dedicated to work, have upto date knowledge, respect and accept the elderly. As a respondent said, *“Working together invariably helps develop swiftness & alertness i.e., the older people feel energetic thereby, saving health resources which is very important. However, there must be various checks and balances in every situation that comes forth. One needs to think straight and be accountable for things one is involved into. Juniors must develop capabilities physically & mentally and have willingness towards achieving their goals while in positions they are chosen for.”*

On contrary the respondents’ relationships with students are quite strong. They motivate them, guide them, advise them to keep learning new things, spend time together and try resolve their issues. Quoting a respondent to strengthen this statement. The respondent said, *“I am close to my students and invite them to my home and help them prepare for exams. I motivate them and we spend time together on activities such as birthday celebrations and doing parties. This helps us bond better.”*

The respondents have goals in life. They are committed to work (sometime to the extent of workaholic) and have a deep desire to support their organizations to their best capacity. They are self-motivated and want to be contributively involved in work. They have a motive to support the young generation, build bonds of kinship through open dialogues, provide freedom to people to work as per their convenience (blended work), especially women raising children and the elderly. They also support the idea of creating an environment where people should be given liberty to implement their ideas and where there is equated remuneration for all generations basis work type, skills and contributions. As a respondent said, *“I don’t deny that money is very important for everyone as working professionals as they devote their time and energy and one respectfully deserves some remuneration out of it.”* This showcases the respondents’ fairness, rationality, egalitarian orientation, honesty and logical thinking. At the sametime, they want the flaws in their work environment to be corrected and also their partial satisfaction with their roles and performances. Further, this group of respondents share another common purpose i.e., post second innings they would take to performing familial

responsibilities (such as looking after grandchildren and other homely affairs) and devote miniscule time to their professions. Ironically, for most respondents their children are planning to migrate abroad and this puts them in a dilemma that what will they do in a new country, where they will not be able to work. Hence, these respondents have keen interest in being busy, independent and their work identity is important to them. These criteria are necessary for their satisfaction and wellbeing but they have achieved partial satisfaction in the second innings.

The responses explain that this group of respondents is overall not very generative at work. But they are to an extent 'parental generative'. At work, the respondents want to pass their knowledge and skill to the next generation in form of making them learn discipline, punctuality, ethics, sincerity and hard work. The respondents also support the viewpoint that one should enjoy life, have meaningful relations with others, be truthful and straight forward, and take evidence-based decisions. As a respondent explained, *"I ask them to be open minded, always keep learning new things and never think saturation has reached. I ask them to have communication channel open, be humane and have soft skills."* This shows their strained/formal relations and generation gap with co-workers provide them little opportunity to expand knowledge and skill transfer beyond a boundary.

Despite organizational climate constraints the respondents shared they were to some extent able to contribute to the work community. Most respondents reported that they like change, have ideas and the will but their participation in the organization didn't change or move things much. There were some successes but, on the whole, the 'Business as Usual' continued as earlier. They worked at the ground level, helped create and implement processes, handled negativity and resistance with maturity, tried mingling with co-workers and guiding them as and when necessary. Their professional competences such as firm belief in consistency, give best at work, lead by example, give convincing direction to the team members, motivation and try the co-workers follow accepted values helped set some examples. Quoting an apt response that showcases respondents' steadfastness, maturity and willingness to contribute. As a respondent said, *"If anything unusual happens then I take complete responsibility instead of putting them on others. I also make sure to impart them learning from my experience. To be in business clients are more important than anything else. Only the clients will decide where we are all heading to."* Another respondent shared how her intervention helped develop research laboratories and research work in the current organization which otherwise was in rudimentary stage when she had joined.

These extrovert and highly qualified professional respondents shared their second innings can be defined more as an independent or semi-solitary journey and that they are unable to do justice to their roles job performances and professional and personal competences. Thus, at workplace, this group of respondents avail partial opportunity structures to use their expertise and personal strengths in intergenerational relations.

The sociodemographic profiles of this cluster showed the respondents were from all four zones of India, they were all females, belonged to either middle or upper middle class, have familial liabilities, studied and worked in India, educational degree type was not significant, their spouses' education varied between graduate to Ph. D holders, the number of household members was between two to five and some were living with children and grandchildren. Job sector (services, public sector and the industry) was not significant as the respondents showed similarities.

Group 4

Group 4	
Psychological characteristics: personality traits and behavioral characteristics	<p>Had mediocre past and that status continues in present jobs. They don't have a desire to explore new things, don't have ambitions and expectations from life except maintaining their existing professional and personal levels (status quo). They are doers, passive decision makers and sensitive. Their long exposure to curbed autonomy, lack of opportunity structures and non-conducive organizational policies have conditioned their thinking, actions and evolved them as suppressed individuals, who are no longer keen to grow, are pessimistic, have compromised habits, low productivity, are nonassertive and find it difficult to manage relations and professional affairs. They are disappointed with their past lives, don't have a standing in the current organization, have negligible control over work conditions, are hesitant, emotionally unstable and complain of worklife imbalance. Their motivation levels are low and so is their happiness and satisfaction quotient visible in the form of moods and emotions, well-being, attitudes and productivity. Their Inner desire and idea of Meaningful work are not met.</p> <p>They yearn for governmental support in form of policies and social security/benefits. This shows they are dependent, shows their helplessness and explains their fragile emotional, motivational and cognitive situation and the resultant affected generativity and wellbeing.</p>
External Characteristics: Sociodemographic factors	The respondents were from three zones of India (north, west and south), gender was not significant, they belonged to middle class, have familial and financial liabilities, studied and worked in India, educational degree type was not significant, their spouses' education varied between post graduate to Ph. D holders, the number of household members was between four to seven and they were living in joint families. Job sector (services, public sector and the industry) was not significant as the respondents showed similarities.
Five Factor Model and Honesty-Humility Spectrum	They are low on openness to experience, low on conscientiousness, low on extraversion, low on agreeableness, low on emotional stability and moderate on honesty-humility spectrum.

The respondents from cluster 4 had mediocre past and that status continues in present jobs. They joined the organization through references of old colleagues, their past students or their past person in charge. This group of respondents took up second innings as they wanted to be financially independent and maintain status quo in life. Thus, they don't want to explore new things and don't have much expectations from life except maintaining their existing professional and personal levels. And for this they are ready to make compromises and are doing adaptive preference. These aspects make them different from other clusters.

The respondents are doers and have limited and passive role in decision making. They are involved in departmental decision making, not in capacity of active decision taker/maker but as

participating departmental member. Neither, the respondents are interested in contributing or looking beyond what is expected out of them. They are nonassertive and their decision-making preferences are low. However, the respondents in cluster 4 are well qualified like respondents from other clusters and understand their subject well, but long exposure to curbed working environment, including curbed autonomy, lack of opportunity structures and non-conducive organizational policies have conditioned their thinking, actions and evolved them as suppressed individuals, who are no longer keen to grow, have compromised habits and find it difficult to manage relations and professional affairs. The respondents are struggling with relations at work. They are bothered about non-compliance by the younger generation, they find the young generation rather difficult to handle as they think they know more than the elderly and they find elderlies' knowledge and skills outdated and tend to ignore them from time to time. Also, they find their colleagues unsympathetic. This prevents them from having a sense of duty towards their colleagues, leads to communication gap with their team members, who they shared are driven by their emotional, financial and social motives that are different from those of the older workers and cannot be compromised. As a respondent cautioned, *"Some members of the young generation are hindrance to productivity and creativity as they opt for shortcuts and believe that by giving favors one can go up in life. This indulges them in wrong practices and intergenerational conflicts as their practices are not in line with my morals."*

Further, the respondents feel disappointed with their past lives (professional and personal) and think their colleagues got more than they deserved. Quoting a respondent, who said, *"As a student I worked hard, got into a good college but life turned me down professionally. My choice in selecting first job changed everything for me. It just stagnated everything."* Hence, these factors lead to dissatisfaction of the respondents, build disbalance between their self-economic and social/societal development and affect their health and wellbeing.

The circumstances and unfriendly age climate prevent the respondents in this group from being generative. However, despite various drawbacks, they believe in passing knowledge and skills to the next generation and do try take opportunities to do the same. However, barriers in form of past and present experiences, their different mental make-up, curbed administrative freedom and operational opportunities lead them to feel otherwise. The respondents also shared they are not listened to by the organization nor they don't have control over work and conditions. They also complained of work-life disbalance due to flawed organizational policies and HR practices such as long working hours and pressure on employees that keep the respondents stressed and preoccupied, thereby preventing them from contributing productively. Thus, various barriers extend into preventing them from making contributions at workplace. As a respondent said, *"There is lack of management support, there is unequal treatment, organizational bureaucracy, slow 'Turn Around Time' and prioritization issues that stop us from contributing as we wish to."*

The respondents have to comprise with their professionalism from time to time and feel unequal treatment between young and old in terms of hiring, payment and very often in recognition despite their vast experience. These respondents don't feel much responsible to improve their organizations, neither and try put in efforts. However, these respondents feel that neither they made some significant contributions to others nor will their contributions be remembered in time to come. The respondents don't believe in volunteering for charity either. They shared their efforts were negated due to factors such as poor reception from colleagues and administration. They feel disappointed that the organization didn't value their efforts. Another respondent

hinted at ambitions/aspirations of the retired employees. He said, *“I have some aspirations but there is not much room to make them a reality. We are not involved in anything but consultancy and adjustments. Those who are of use to the organization are hired and there is unnecessary tension for the employees.”*

Another commonality binds the respondents of this cluster. The respondents are not thinking as big as they should and neither they want to nurture ambitions. And since they don't have much ambitions, their motivation levels at work are low and so is their happiness and satisfaction quotient. Their low satisfaction and happiness with work has an outcome in the form of moods and emotions, well-being, attitudes and productivity. The factors of satisfaction and happiness, i.e. coworkers, work, management/Board, organization, work environment, organizational policies, practices and ethics have significant contribution on segmenting employees into this cluster.

To add on to this, limited opportunities on account of them no longer being equivalent to full-time employees puts them in a state of affairs where it is difficult for them to set up things that would have an impact or will be remembered. Similarly, another common factor binds them into a cluster and that is limited scope for them to showcase creativity and be productive. They shared though experienced staff comes with rich knowledge and the kind of responsibilities they can perform based on their experience is not possible for a young employee. Similarly, their effectiveness in coaching, mentoring and guiding others is unparalleled. However, they don't get opportunity structures post retirement to showcase their talent. Rather, they are reduced to being 'Another person' in the organization. As a respondent put it, *“As an elderly I don't get adequate space and respect. The management gets overwhelmed when I try putting certain practices in place. But it's fine, I have adjusted now.”* This shows respondents' unhappiness, helplessness and Adaptive preference. It also shows how their Inner desire and idea of Meaningful work are not being met. Thus, they feel hesitant, emotionally unstable and developed the feeling that is it time for them to let go.

Some common factors hamper this group of respondents' warmth and kindness towards young co-workers. Differences in opinion, indifferent attitude, stereotyped views and looking at the elderly as a competition leave the respondents with little space, concern and caring action for the young generation. This finds further repercussions in form of blocked two-way knowledge transfer and relationship between the two generations. Quoting a respondent, who said, *“I try advising them from my experience when I think they are going wrong. But I can guide them only if they choose to listen to me. They have bigger motives guiding their personalities. So now I choose not to associate with them much.”*

This group of respondents also expresses its displeasure over government's lack of support, meaningful policies and nonexistent social security that lead them to live in precarious situation, leaving them to fend for themselves. This explains their fragile emotional, motivational and cognitive situation and the resultant affected generativity and wellbeing.

The sociodemographic profiles of this cluster showed the respondents were from three zones of India (north, west and south), gender was not significant, they belonged to middle class, have familial and financial liabilities, studied and worked in India, educational degree type was not significant, their spouses' education varied between post graduate to Ph. D holders, the number of household members was between four to seven and they were living in joint families. Job

sector (services, public sector and the industry) was not significant as the respondents showed similarities.

Group 5

Group 5	
Psychological characteristics: personality traits and behavioral characteristics	<p>Had partially satisfied professional and personal lives. In life post retirement want to have self-dependence, autonomy and financial stability. In current setups they enjoy high autonomy, independence and influence over colleagues and partners. The respondents are risk takers, confident, open to expanding their skills through patient learning, self-actualization (potential exploitation) and taking responsibility of their businesses. They are mature, meticulous, optimistic, achievement focused, values driven, maintain congenial yet assertive relations with partners and employees of the companies. They are perseverant, resilient and despite odds showcase calm and positive attitude at all times. They are a combination of cultural and technical generativity, however derive inner satisfaction from being culturally generative outside work. Their social involvement provides them mental peace, contentment and gives them the energy to counter ongoing business pressures.</p> <p>They want to leave a legacy for the generations to come in form of contributions such as innovations, good work and value system. They are polite, assertive, take care and responsibility for the young generation through guiding and advising them, making them confident and teaching them concepts and practicality. However, their work-life balance continues to be disbalanced due to business demands.</p>
External Characteristics: Sociodemographic factors	<p>The sociodemographic profiles of this cluster showed the respondents were from all four zones of India (north, east, west and south), the gender was significant as they were males, they belonged to middle class, have financial liabilities, studied and worked in India, educational degree type was significant as they were from financial services, HR services and applied life sciences backgrounds. Their spouses' education varied between graduate to post graduate and the number of household members was between two to four. Those living with children had dependent children. Job sector (services, public sector and the industry) was not significant as the respondents showed similarities.</p>
Five Factor Model and Honesty-Humility Spectrum	<p>They are high on openness to experience, high on conscientiousness, high on extraversion, high on agreeableness, high on emotional stability and high on honesty-humility spectrum.</p>

The respondents in cluster 5 are those who set up businesses in partnership in second innings. The partnerships come in form of either different age groups coming together to set up a business or in form of past colleagues joining hands to form a company. In both kinds of setups there is clear division of labor. In the setups involving different age groups, the young do the

physical activities such as business generation and running around, and the elderly do R & D and strategies.

The past jobs of cluster 5 respondents offered them partial satisfaction and for this reason they chose to take up something different post retirement. The participants had stable jobs but were not happy with management practices, in particular work stress, long working hours and financial earnings. The respondents post retirement didn't want to face similar pressures of private setups, wanted to earn money, live a luxurious lifestyle and didn't want to run after people/references for jobs. Hence they opted to be self-dependent by setting up businesses. This motive makes them differ from respondents of other clusters.

In current setups, the respondents being the co-founder of businesses are the decision makers. They are autonomous and are consulted for organizational procedures, they help develop and suggest models that can be applicable and make companies profitable. The startups usually run through the system of two to three committees that take specialized decisions based on activities, business expansion, fund management and personnel to name a few. The elderly as co-founders are an active part of these committees and are directly involved in the system and procedure which is strictly result oriented by large. Quoting a respondent, who explained, *“As me and my partners are the founders of this organization, we are the main decision makers of the organization. I have two partners. The young chartered accountant I call him the CEO because he can run around generate business. I help him whenever he needs helps as he looks for funding and marketing. I help him with R & D.”*

The respondents feel happy to have grown in their roles in decision making compared to previous organizations and feel fulfilled in this aspect. As a respondent said, *“Whenever the company is confused and is not aware about which facilities are advantageous for them, I help them make excellent use of that. Experienced people bring strong professional expertise and personal competence to resolve issues within the organization.”*

The cluster 5 respondents are risk takers, are open to new experiences and are confident. This can be explained by the fact that they understood setting up a new business meant a paradigm shift from being just an employee and performing assigned roles and responsibilities. Being a business owner requires changes in person's social, cultural and psychological characteristics. It meant expansion of their existing skills, learning new skills such as being independent, extra patience, perseverance, exploiting their full potentials, mastering PR skills (verbal intelligence), managing operations at macro and micro levels and being responsible for company's success and failure.

Becoming an entrepreneur and sustaining new businesses with limited resources showcase the respondents' professional and personal competences. Their dealings with external activities such as competitive business environment, identifying opportunities, risks and threats and dealing them with maturity, patience, acquired skills and perseverance make them different from members of other clusters. The respondents are meticulous, achievement focused, want to develop themselves and grow their businesses. They try utilize their professional and personal potentials but they face a major impediment in form of sustained financial stability. Most respondents and their partners have limited funds in hands. This coupled by dearth of governmental support and third-party funding make the new businesses' viability questionable. As a respondent shared his experience on challenges at new workplace, *“Finance contributed by the three partners being insufficient we had to*

attract Third Party funding. In order to attract third party funding, we needed good office space but little did we realize that our house rent itself will eat up most of our investment. So now we suddenly realized that even though we are ready to launch in a big way the fund crunch is a major challenge. Unfortunately, India is going through the slump hence, nobody or a venture capitalist is willing to come. India is not ready for that kind of adventure and that is the biggest challenge.” The other impediments they face come in form of partner incompatibility, specifically the middle-aged partners, who either think differently or want to maintain status of being sleeping partners. But they try overcome this by maintaining good communication, relations and involving them in work from time to time.

The respondents maintain good and assertive relations with partners and employees of the companies. Since the composition of the personnel in the company is ‘known to each other previously’, that the roles of responsibilities of each personnel are defined and that they follow the policy to treat all people with respect, it thereby leaves limited scope for conflicts and misunderstandings. Further, the small size of the firms makes all personnel work closely with each other, have personalized relations, don't mislead or withhold information in relationships of trust and understand give and take of human relationships. However, most conversations and interactions pivot on making the company profitable. Despite heavy emphasis on profitability, the respondents manage time for short social services such as teaching the underprivileged, making others learn culture and values, and providing assistance to NGOs. This social involvement provides them mental peace, contentment and gives them the energy to counter ongoing business pressures. As a respondent shared, *“I have adopted a school in a semi urban village, where I spend about 6 hours per week. So, I keep myself doing things which I think I am good at and which I think I should share with people. So, I am mentally all the time occupied. I don't have any free time in that sense So, the life is now exciting.”* However, on the family front their personal lives are affected to some extent as their businesses (professional involvements) require their mental and physical involvement 24 x7, multiple client handling and in some cases extensive travel, thereby leaving them little time for the family.

The respondents had decided to take up professions of their choice post retirement. This choice was made basis careful deliberations and their past experiences. The respondents were dissatisfied with their past professional lives due to management practices and post retirement wanted to be a different self that is independent, expressive and competent. They are satisfied with their decision, current roles and responsibilities. Thus, they showcase positive attitude towards themselves despite several past drawbacks. This aspect makes them different from other clusters. These respondents have interest in reemployment, be independent and earn money. For them this engagement is an opportunity to realize their personal criteria of good life.

The respondents are generative and want to pass their skill and knowledge to the young generation at work and outside work, however, their inclination is more towards passing it outside work. They see this as a form of time investment and contentment. As they try and manage time to help the community outside professional life, the respondents can be termed as culturally generative and that they possess the ethic of giving back values to the society as a duty. Within work ambience they teach and guide the young colleagues from their experience and knowledge, thus being technically generative. Further, this group of respondents shares the feeling to leave a legacy for the generations to come in form of contributions such as innovations, good work and value system for the next generations to learn and imbibe. Quoting a respondent, who said, *“I had a dream of extracting protein from a biotechnical byproduct*

and finally I am successful. This by product was previously discarded and now that it will have commercial value and at the sametime provide good nutrition to the consumers. I think this will bring about a positive impact and people will learn from it. Within next five years our product should reach most major companies.” The respondents are polite and assertive, and care for the partners and co-workers. They take care and responsibility for the young generation through guiding and advising them, making them confident and teaching them concepts and practicality. They spend time in giving them a feel of it so that they learn better. Thus, at workplace, generativity is evident as the elderly who chose to set up startups have an opportunity to use their expertise and personal strengths in intergenerational relations. But at the sametime, they express displeasure over lack of governmental support and opportunities for new businesses that put them under stress and pressure and prevent them from being fully generative.

The sociodemographic profiles of this cluster showed the respondents were from all four zones of India (north, east, west and south), the gender was significant as they were males, they belonged to middle class, have financial liabilities, studied and worked in India, educational degree type was significant as they were from financial services, HR services and applied life sciences backgrounds. Their spouses’ education varied between graduate to post graduate and the number of household members was between two to four. Those living with children had dependent children. Job sector (services, public sector and the industry) was not significant as the respondents showed similarities.

6.5. Conclusion

The respondents in each group have similar characteristics and can be identified based on factors. It emerges that past professional life such as position, power and influence one held in the past is an important factor in developing one’s personality, attitude, work style, relations with others, and emotional and cognitive make up. Those who led successful past professional lives have strong professional networks and they continue their influence and autonomy in jobs post retirement. They are professionally and financially satiated, optimistic, stable, fair, sincere, balanced and work is meaningful to them (they avail opportunity structures). Stability and opened avenues make them high on self-actualization and allow them to be creative and generative with the feeling of taking responsibility and leaving a legacy for the young generation i.e., symbolic immortality. Life satisfaction also makes them share their skill and knowledge with other with warmth and care. They want the organizations to understand the importance of changing workplaces towards comprehensiveness, altruism, fairness, relationships, finding meaning and purpose in doing the work regardless of any differences. For them this engagement is a motivator, makes them feel satisfied and they see it as an opportunity to realize their personal criteria of good life. They avail opportunity structures (social, cultural and physical) to implement their cognitive, emotional and motivational potentials in intergenerational relationships. On the other hand, those with mediocre past professional lives have suppressed emotions, curbed thinking and creative ability and are non-assertive. Their long exposure to curbed autonomy, lack of opportunity structures and non-conducive organizational policies have conditioned their thinking, actions and evolved them as suppressed individuals, who are no longer keen to grow, are pessimistic, have compromised habits, low productivity and find it difficult to manage relations and professional affairs. They are disappointed with their past lives, don’t have a standing in the current organization, have negligible control over work conditions, are hesitant, emotionally unstable and complain of

work life imbalance. Their motivation levels are low and so is their happiness and satisfaction quotient visible in the form of moods and emotions, well-being, attitudes and productivity. Their Inner desire and idea of Meaningful work are not met. They feel helpless and they face fragile emotional, motivational and cognitive situation and the resultant affected generativity and wellbeing. This finding from our study is consonant to research study, Occupational socialization and psychological development: An underemphasized research perspective in industrial psychology (Frese, 1982) that shows work environment and experience influence personality change and the study by Woods, Wille, Wu, Lievens, Filip & De Fruyt. (2018), “The influence of work on personality trait development”.

Furthermore, age was found to be associated to work ability, sustainability i.e. the older employees do not switch jobs (job stability), calm and composure, aspirations and outlook such as monetary aspirations convert into spirituality and into developing meaningful relationships through caring and taking responsibility. The younger old age group on the other hand has its focus on financial needs and professional growth. This finding has some similarity to the study, A Sustainable Career Perspective of Work Ability: The Importance of Resources across the Lifespan (Stuer et al., 2019) on work ability, sustainability and job’s meaningfulness. Analyzing further, it shed light on prospective impacts of hiring employees at different ages and the advantages of their professional and personal competencies, creativity, knowledge and wisdom that can benefit a workforce. More, a heterogeneous work force has distinct advantages where the young and the old can mutually learn and benefit each other. A heterogeneous workforce has complementary strengths, skills, psychological and behavioral traits that can be shared and learned by its members. This finding throws light on policy advice that employers and government should be open to hiring older workers.

The organizational support (social support and positive age climate at work) was found to be important vis a vis working conditions and the personal resources were important for occupational competence, attitude and motivation. The low performers were marked by work stress, emotional exhaustion and depression. Whereas the high performers were associated with high output, meaningful work, optimism, self-efficacy, quality of life and well-being.

Some more characteristics were identified. Those that had unfulfilled past professional lives are motivated to achieve professional excellence in second innings, their focus lies on material gains, they have limited familial inclinations but want to balance out work-life. They try maintain relations with young colleagues, however openly criticize them and when faced with differences, they get into open conflicts with the younger colleagues. They exhibit low levels of inner desire (concern), warmth and care for the young generation. Rather, they maintain professional distance with the younger colleagues and carry the feeling that the young generation is at the receiving end. They practice technical generativity.

The entrepreneurs are perseverant, energetic and go-getters. They are focused multitaskers and risk takers, who took a big leap in career post retirement and moved into a professional direction that demanded multipronged approach, confidence, new skills acquisition and unique qualities to own and run a business. They are mature, meticulous, achievement focused, high on self-actualization (potential exploitation) and take full responsibility of their businesses. They maintain good and assertive relations. They, however can relate through sympathy and appreciation for others since they pay attention to needs of persons, especially those of the

society and find inner relief in social service. They are a combination of cultural and technical generativity, however derive inner satisfaction from being culturally generative outside work.

Another group, on the other hand, moved towards the new direction i.e. Second innings caused by a change in life or job circumstances. They have familial liabilities and familial inclination, most conspicuous was the period when they went on family way and faced difficulties in balancing responsibilities at work and home. This caused their career take a backseat and their inclination towards personal growth and development went slow. However, they desire to be evaluated based on their competence and ability and not based on gender. Their work-identity is important to them and they are committed to work. They are fair, rational, egalitarian, honest, extrovert and logical thinkers. They have a deep desire to support their organizations to their best capacity, however, their participation in the organization didn't change or move things much. This could well be connected to the fact that work performance is a function of good relations at work, autonomy and there is possible evidence for the relation between work-related and relationship satisfaction, and life satisfaction. This finding again has some similarity to the research study *The Role of Person Versus Situation in Life Satisfaction: A Critical Examination* (Heller, Watson & Hies, 2004). They have mixed relations with co-workers. They are cautious with them and at the sametime they feel insecure. They express unease with colleagues and tend to avoid confrontations with them. On contrary their relationships with students are strong, probably as it is a one-way download and the two sides are not competing for professional space. Similarly, these respondents have limited autonomy in the organization and they are playing an intermediary role in decision-making that makes them walk the tight rope between expectations of the management and those of the employees. Seldom they feel being accepted and exhibit characteristics such as being situational, innately conservative, lack of confidence, risk avoidance and unwilling to promote themselves or their achievements. Their second innings can be defined more as an independent or semi-solitary journey and they are unable to do justice to their roles, job performances, and professional and personal competences. They are partially satisfied and are not very generative at work. Rather, they are to an extent 'parental generative'. Our findings match with the study result, *Personal and situation determinants of relationship-specific perceptions of social support* (Gracia, Enrique & Herrero, Juan. (2004) where they found that psychological characteristics (stress, self-esteem) and situational determinants (undesirable life events) are negatively related to perceived social support and relations, and that these are generalized across groups of income and marital status (sociodemographic factors). Post second innings this group of respondents wants to settle down to fulfill homely duties and look after grandchildren and family.

Linking our findings with the **gerontological discussion in India** is incongruent as the current discussion in India is mostly focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of generativity and wellbeing from work perspective is touched upon. For instance, a study examined the association between generativity and quality of life (QoL) that showed that family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai, et al. 2021).

More, since our study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and various factors of generativity and wellbeing at workplace. This study contributes to form the base for further research in the Indian scenario on generativity and wellbeing at workplace and provides policy advice inputs. It also compares results with international studies such as Generativity as A Route to Active Ageing (Kruse and Schmitt, 2012) and draws the Best Practice of promoting intergenerational dialogues as a way to improve generativity. Similarly, it draws Best Practice from the study, Generativity at work: A meta-analysis (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021) that shows the relationship between generativity and work outcomes. It also compares results with international study, Dignity in Older Age (G.Woolhead et al., 2004), where the authors found dignity related to dignity of identity, human rights and autonomy and draws Best Practice from it. The analysis, however does not represent the whole population of elderly in India. Rather, this study represents the experiences of relatively privileged elderly.

There are no specific findings of our study that helped identify some specifics wrt internal characteristics (psychological characteristics) and external characteristics (socio-demographic factors) in India. The findings have been covered in conclusions of chapters 4 and 5.

Chapter 7

Conclusion, Discussion and Policy suggestion

7.1. Summary

The result based on responses of the employers elicited that the employers perceived certain qualities of elderly positively, while some qualities negatively vis-à-vis productivity and relations with co-workers. Across sectors there doesn't exist any policy for hiring the retired. Individuals retiring from influential posts with strong networks are headhunted and mid-performers are hired through references. The results also indicated that elderly feel responsible for the young generation and that generativity at work has several relationships while the low scoring respondents faced issues with relationships at work. The results also showed that wellbeing at workplace meant more than working and performing. Dignity was found to be important to the retired rehired and it was seen as a multidimensional notion while the low scoring respondents faced unfavourable work conditions. There is clear divide between low scoring and high scoring respondents in both generativity and wellbeing, and Job type doesn't have a significant effect on the average score. However, various components of generativity and wellbeing to large extent affect each other. It emerged that five ideal typical groups may be identified based on similarity in in psychological wellbeing, generativity, psychological characteristics and sociodemographic factors. And factors such as past professional life, age, organizational support, personal resources, circumstantial second innings and past unfulfilled professional lives are important determinants. The analysis, however does not represent the whole population of elderly in India. Rather, this study represents the experiences of relatively privileged elderly.

Overall, the result confirms that our Hypothesis is met. The result confirms that the high scoring elderly in India avail opportunity to use their expertise and personal strengths in intergenerational relations. The-high scoring elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition. The-high scoring elderly in the commitment see this opportunity to realize their personal criteria of good life. The low scoring elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations and they are not performing well in terms of active involvement in reemployment/second innings, they have low interest in such an engagement and it is not favoring their emotional condition, thereby failing them to realize their personal criteria of good life.

It is recommended that it is a joint responsibility of the government, private sector and the individuals to make structured plans and open up for meaningful engagement in work-life post retirement. Physical, social and cultural opportunities be provided for the elderly. Efforts to promote generativity and wellbeing of the elderly at workplace will help improve their work efficiency and organizational productivity, bring the young and old generations together for better work environment and positively affect health of the elderly, thereby reducing economic burden on the government machinery. The government and the corporate would have to work in tandem to create Age-friendly environment. At the same time the elderly should practice self-actualization and be ready to take up work post retirement. Those in active service should perform and maintain the mindset that basis their past performance they could apply for extension or continue to work post retirement in some other organization or in form of being self-employed. Lastly, the potential of elderly should be utilized by the society through voluntary service or unpaid work.

7.2. Conclusion

This study has examined the opportunity for the elderly to use their expertise and personal strengths in intergenerational relationships, the extent of their active involvement in re-employment and their commitment to realize their personal criteria of good-life. The following conclusion emerged from the study.

Responses of the employers elicited some findings. The employers perceived certain qualities of elderly positively, while some qualities negatively vis-à-vis productivity at work and relations with co-workers. In ‘**Services**’ category, the organizations don’t have a defined policy for hiring the retired. They headhunt individuals retiring from influential government posts with strong networks and hire mid-performers through references.

Doctors: Post retirement hiring of doctors was seen in private hospitals, semi-private hospitals and private medical colleges. Extension in existing government job were not reported.

The top-end retired doctors continue with their high status in the second innings. They are hired through references or are head hunted because of their past lustrous careers, networks, ability to bring government contracts and attract patients. They enjoy management support, are involved in administrative decisions, given scientific freedom, perform advisory roles and don’t face personnel related challenges in new jobs. The mid-level performing doctors post retirement are hired through several reference routes. Seldom they apply for jobs. They are a part of department level decision-making and don’t enjoy status as the top-end doctors. The employers in general have mixed feedback on hiring this set of doctors. They are appreciative of doctors’ skills, competence, experience and knowledge but critical of their inability to adapt to settings of the corporate world such as different work culture and patient base, time bound targets, revenue orientation and the resulting intergenerational conflicts. The employers in private medical colleges and charitable institutions, however, try providing them work flexibility, exposure to teaching, developmental trainings and freedom to implement initiatives so as to maintain their wellbeing. The employers prefer hiring retired doctors due to their past experience, lower hiring cost and stability.

Financial services: The retired financial services personnel in their second inning join Non-Banking Financial Company (NBFCs), CA firms in capacity of partners or as employees, Private Banks and Board Advisory positions in private companies. The hiring in second inning is through known references, old colleagues and in case of highly successful professionals through networks they created or they are headhunted.

The **partners in CA firms** in capacity of employers enjoy full autonomy and positive relations with partners and co-workers. The CA firms hire retired people as employees on contractual basis. Those taking up jobs in companies enjoy autonomy commensurate with their positions in the organization. The employers look upto them for their strong technical skills, professionalism, morals and stability in job. However, want their improvement in people handling skills, openness to new ideas and work demands. The employers are open to hiring the retired elderly due to high market demand of experienced finance personnel, lower hiring

cost and stability. Those who are inducted as Board members enjoy high status in the second innings. They enjoy management support, are involved in administrative decisions, perform advisory roles and face little personnel related issues.

HR consultancies: Post retirement, the HR personnel are absorbed in HR consultancy firms, as advisors in private companies, as counsellors and teachers in professional institutes and some start their consultancies and training firms. The hiring in second inning is through references, old colleagues and in case of highly successful professionals through networks or they are headhunted.

The self-employed elderly are the employers at the consultancies and the decision makers. They are independent and organizational influencers. The HR professionals who are working as employees or consultants to companies in second innings have limited decision-making authority and depend on the management for approvals. The employers' feedback is largely positive due to their interpersonal and personnel handling skills that help minimize intergenerational conflicts and people related issues, thereby causing improved productivity. The employer critique came on their argumentative nature and inability to devote time as per organizations' expectations. The employers are open to hiring the retired elderly due to their experience, skills and stability.

Startups: The startups fall into two categories, those that are co-owned by the elderly and those that are owned by others, including the young generation. In the former the elderly are formally involved while in the latter, the engagement of the elderly could be formal or informal.

The self-employed elderly in the startups started business due to non-availability of jobs and pressures of working in the corporate sector. In the startups they are the decision makers, autonomous and follow participative management practices. They face challenges in new workplace such as the shift in role from being an employee to being a business owner and lack of governmental and venture capitalists' financial support. The young start up owners, however, refrain from hiring the elderly as it doesn't suit their business model and also causes intergenerational conflicts. The irony observed is, like the young entrepreneurs, the elderly startup owners prefer hiring young staff members as bottomline and business generation are their priorities.

NGOs: The self-employed elderly in the NGOs are the decision-makers and work with the aim of societal development. Being business owners mean expanded horizons and increased responsibilities. The NGOs hire elderly on honorary basis, at the Board level and as voluntary workers. The advisory or board members are influential individuals who are part of the decision-making body and who can help NGOs grow. The part-time are flexi-positions. The employers find the elderly productive, stable, high on morals and non-demanding. Hence, they would continue to hire the elderly. The NGOs struggle due to lack of financial support from the government, philanthropists and the private firms.

Armed forces: The retired armed forces personnel are hired in private hospitals as doctors and in private companies mostly as administrators and security incharge.

Those retiring from influential posts in the armed forces are taken into advisory roles by virtue of their networks and the ability to bring government contracts. They are involved in administrative decisions, have autonomy but paradoxically face personnel related challenges in new jobs. The mid-level retired armed forces personnel are absorbed through references and in some cases through applying for jobs and they mostly end-up in administrative and security roles in private companies. The employers have mixed feedback on them. They are appreciated for administrative skills, endurance and honesty, and panned for being argumentative, conflicting and non-adjusting to new work culture and practices. The employers are open to hiring them due to lower hiring cost, honesty and ability to take up challenging assignments.

The findings show that hiring decisions in the corporate world are influenced by factors such as past performance, networking, personal equations with the management and Return on Investment (ROI). This finds resonance with the factors identified in the public and industry sectors. More, the hiring of the retired personnel is in the services sector, particularly in financial services, doctors, HR consultancies and armed forces.

Public sector

The subject matter experts and the bureaucrats retiring from the public sector do their second inning as consultants or advisory board members to the government on part time or full-time basis. They held important positions in the past, have adequate exposure, good track record and a strong network they built during their tenure help them secure governmental positions post retirement. They are usually not on payroll but on retainer fee or consultation basis.

They are consulted on important matters and they participate in decision-making. The employers are positive about them and take decisions in consultation with them, including formulating policy advice. Such personnel by virtue of their current positions enjoy high status, power and are respected and heard in the organization.

Within government organizations there is no defined process to hire retired government officials. Neither there exist formal structures for talent identification, competency mapping, having formal positions and hiring policies for the retired.

Industry

The Small and Medium sized enterprises (SMEs) too, don't have a defined policy for hiring the retired elderly. The hiring is seldom and random, and based on references or acquaintanceship. Reasons such as Return on Investment (ROI) is important, hence hiring young staff on lower cost, the industrial milieu requiring physical endurance and exposure to various hardships and past failed records of the elderly on human aspects such as rigidity to learn and accept from the young co-workers and intergenerational conflicts refrain the employers from hiring retired persons.

The large-scale enterprises too, don't have a policy or laid down criterion for hiring retired elderly. The management gives few case-based extensions to select specialists, trusting them with special projects or letting them bring existing projects to closure. The extensions, however

come with issues such as intergenerational conflicts with the young generation (however, the older and the middle generations work quite harmoniously), compromised aspirational dignity of older workers due to lack of financial, physical and social opportunity structures causing inequality, emotional dissatisfaction and demotivation of the contractual employees. Ironically, the granted extensions to the elderly create emotional or psychological positivity for about to be retiring workers, who see their past performance as an opportunity to get an extension post retirement.

The inclusion of the elderly as Board members is based on their networks, past record and influence they hold over government bodies and decision-makers. The Board members by virtue of their strong positions are respected in the organization, consulted on important matters, participate in decision-making process and enjoy support of management.

The findings show that hiring decisions in the corporate world are influenced by factors such as past performance, networking, personal equations with the management and Return on Investment (ROI). This finds resonance with the factors identified in the government sector.

Linking our findings with the **gerontological discussion in India** is disparate as the current discussion is mostly focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of generativity and wellbeing from work perspective and employers' perspective on elderly at workplace touched upon. For instance, a study examined the association between generativity and quality of life (QoL) that showed that family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai et al., 2021).

Since our study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and employers' perspective on the elderly workers. This study contributes to form the base for further research in the Indian scenario on this subject.

Some specifics were recognised for India wrt employers' perspective on elderly workers.

This is the ground reality in India that the opportunities and the job market for the retired elderly is still in early developmental stage. As of now the hiring takes place based on networks, references, personal equations with the management and Return on Investment. As a result, meritocracy doesn't find place in the job market and also at workplace. This drawback makes the situation of the elderly from the middle class more vulnerable compared to their privileged counterparts.

Generativity in the work framework elicited some relationships such as the high scoring elderly see ageing as an enrichment (attitude towards own ageing), an opportunity to contribute to betterment of work community (purpose in life), self-acceptance and be meaningfully engaged. The generative motive and action at the workplace make them satisfied, emotionally and cognitively motivated, and meaningfully involved. The warm and satisfying relationships help them feel emotionally motivated and increase their inner-satisfaction and inner-desire. Further, relationship was seen among generativity, motivation, wellbeing, job satisfaction and

self-actualization which shows how generativity affects work output. The results from our research study have some common findings to the research projects, Generativity as a Route to Active Ageing (Kruse and Schmitt, 2012), where the authors reported improvements in generativity were substantially correlated with self-acceptance, purpose in life, meaningfulness, lonely dissatisfaction, and attitudes towards own ageing. And Generativity at work: A meta-analysis (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021), where the authors reported relationship between generativity, motivation, wellbeing, career outcomes and the resultant importance of generativity for favourable work outcomes.

The **high scoring elderly** enjoy positive intergenerational relationships at workplace. They feel responsible for the young generation (co-workers), empathize and understand them, guide, teach and correct them, expose them to developmental programmes for professional growth, practice participative approach, two-way communication and learning. Thus, developing intergenerational bonds and making knowledge transfer process continuous. The elderly from various groups of respondents had unique implementations to facilitate knowledge and skill transfer such as continuous self-upgradation of knowledge and skills (HR consultancies), achieving professional excellence through analytical and participative approach (financial services), balanced learning through theoretical and practical experience (startups) and feed-forward mechanism (armed forces).

The strategic high scoring elderly have a vision and understand the importance and advantages of contributing professionally for betterment of workplace, work community and bring about changes through various initiatives and measures such as meaningful involvement and meaningful work, professional excellence, innovation and learning, balancing strategy and implementation, building heterogeneous teams and healthy intergenerational relations and Self-Actualization.

The high scoring respondents rely on their innovative capabilities such as lateral and proactive thinking, and developing intergenerational ties so as to bring about long-term impactful professional contributions, improved productivity and recognition to the organization. These respondents avail autonomy, are meaningfully involved, motivated and confident about themselves.

The high scoring respondents keep avenues open to explore prospects for being productive and creative. They are experienced observers and creative thinkers, who have various professional qualities such as analytical minds, commitment, an eye for perfection, self-awareness, determination, team work, motivation, prioritisation and risk handling, problem solving and learning through creativity. Other than these commonalities, the high scoring respondents from various groups had some unique ways to be productive and creative such as disseminate professional knowledge to the young generation (doctors), harness untapped human potential and talent (HR consultancies and startups), undertaking soft-analysis (financial services) and inculcate multidisciplinary (armed forces and public sector). The high motivation levels coupled with positive relations with co-workers lead them to be productive and creative at work places and be intellectually and emotionally contented.

The high scoring respondents have a purpose in life and that is to be involved in humanity such as caring and taking responsibility for the younger generation by giving people centrality the highest priority, their development and future, build trusting relations and humane bonds (intergenerational bonds), sensitize them to take care for others, helping them and wanting their wellbeing, and positivity on working with juniors and respecting them. This made the respondents feel important and generative, and made the younger colleagues feel happy. Some respondents took to serving the society.

In addition to the commonalities, the analysis of high scoring respondents from various groups had some distinct findings regarding caring and taking responsibility for others, for instance, achieving employee fulfilment at work by creating comfortable workplace, developing employee confidence and long-term bonding (HR consultancies), professional cognizance (financial services), equal treatment and commitment to all co-workers (armed forces) and setting examples for others to follow (doctors).

For various reasons, **the low scoring respondents** were not able to utilise their professional and personal competences in intergenerational relationships at workplace. They struggled vis a vis various subcomponent of LGS which aggregated to them not being generative and having positive intergenerational relations at workplace.

The general concern of the elderly for the young generation was their degrading altruism, self-integrity and non-acceptance of the elderly by the young generation. Also, lack of opportunity structures in the organizations hampered the transfer of knowledge and skill. They faced issues at work such as reduced autonomy and decision-making, stereotype, compromise with ethics, disbalanced work-life and discriminatory HR policies causing them demotivation, dissatisfaction, hence unable to utilise their professional and potentials in intergenerational relations at workplace. They faced detriments such as handling multiple assignments (HR consultancies and financial services), indifferent outlook and work-related approach of colleagues (doctors and armed forces), dearth of finances and non-congruent government policies (starts up and NGOs) and excessive centralization (public sector) that leave them with little opportunity to be innovative, thereby causing them dissatisfaction, emotional and productivity loss, and preventing them from focusing on developing intergenerational bonds. Further, they faced issues that hindered their productivity and creativity, namely, organizational policies as impediments to productivity and creativity (financial services and the armed forces), negative attitude and immoral practices of the young generation (startups). Similarly, the low scoring respondents faced age discrimination, intergenerational conflict and generativity mismatch and non-Age friendly culture (financial services, armed forces and the doctors) that prevented them from taking care and responsibility, hence not being able to be generative.

The **gerontological discussion in India** is focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of generativity from work perspective touched upon.

Since this study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and various factors of generativity at workplace. This study contributes to form the base for further research in the Indian scenario on generativity at work, effects of generativity at work and provides policy advice inputs. It also compares results with international studies such as Generativity as A Route to Active Ageing (Kruse and Schmitt, 2012) and draws the Best Practice of promoting intergenerational dialogues as a way to improve generativity. Similarly, it draws Best Practice from the study, Generativity at work: A meta-analysis (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021) that shows the relationship between generativity and work outcomes.

Some specifics were recognised for India wrt intergenerational relationships at workplace. The young generation and other coworkers obey the elderly, specifically those at high positions due to two factors, job insecurity and cultural values. This finding is peculiar to the Indian scenario. The Indian workplaces have conservative cultures and are hierarchically structured where those at high positions are influential and decision makers. They are religiously listened to and followed either because people think they can harm their positions or they can help them in professional growth and opposing them might mean jeopardising positions. So, the intergenerational relationships at workplace are positive for the high scorers. Contrarily, in the west the workplace provides open culture where it is healthy to disagree with the seniors and this is construed as difference in viewpoint and if done for right reasons is appreciated. Also, in west people treat work and personal lives separate and practice worklife balance. Second, the Indian cultural values condition the young to respect their elders. The elderly are in general obeyed, respected and not objected to by the young in the family or in the community. Hence, the high scorers enjoy respect of the young generation. Extrapolating this point to the low scorers, it can be said that though they face intergenerational conflicts, generativity mismatch and don't have fruitful relations with the young at workplace, they however, still get some form of respect from the young due to imbedded cultural values.

Wellbeing in the work framework, for the respondents meant more than working and performing at workplaces. The responses clearly elicited that dignity was important to the retired rehired and it was seen as a multidimensional notion. It meant autonomy, meaningful involvement, meaningful engagement and meaningful workplace, self-esteem and respect (dignity of identity), positivity, availing physical, social and cultural opportunity structures and equality (human rights), self-actualization, and for some spirituality and societal involvement (spiritual attributes). Further, the workplace milieu showed direct relation to satisfaction and wellbeing. The milieu related aspects included workplace practices and settings, relations with co-workers, age friendly organizational climate, equality, autonomy, management outlook, organizational personnel policies, occupational stress and individual personalities.

The quality of work lives of the elderly were found to be affiliated to their purpose, autonomy, motivation, emotional condition, inner life in old age and aspirational dignity, that is an opportunity to realize their personal criteria of a good life. The results from our research study have common findings to the research project, Dignity in Older Age (G.Woolhead et al., 2004), where the authors found dignity related to dignity of identity, human rights and autonomy.

The **high scoring respondents** continue with high status in jobs post retirement that offer them participation opportunity and independence in decision-making process, give strategic inputs at work and have compliance of co-workers. They rely on their professional strengths to take lead and ownership at work and take decisions they feel are for organization's benefit. They arrive at decisions objectively by relying on their experience, knowledge and objective evidences. More, they do self-evaluation by correcting themselves whenever necessary. The organizational environment offers them opportunity structures, management support and independence to think, innovate and work. Thus, the respondents enjoy autonomy, freedom of expression, equality and decision-making in current organizations. These in turn help determine productive output, job satisfaction and influence work engagement. For them this engagement is a motivator, they feel interested, satisfied and productive. For them work is meaningful and it elevates their emotional condition.

The high scoring respondents in environmental mastery have leadership acumen, have empowering roles, are technically adept in their jobs, handling complex situations and motivating co-workers. Due to their past experience and multidisciplinary they prioritize, handle and resolve issues pertaining to professional work and co-workers. Their roles and responsibilities are complex requiring a unique set of professional and personal competencies for handling external and internal activities, analyzing milieus for threats and opportunities. They solve problems based on their experience, wisdom and past knowledge, and take informed decisions for overall organizational and co-workers' benefit. More, they look out for challenges in the surrounding environment and improving self-awareness so as to bring about positive professional and personal development. The feeling that they are contributing makes their work, workplace and engagement meaningful, provides them satisfaction, feeling of their worth and serves their inner desire.

The high scorers focus on personal growth. They are committed to their work, take various professional measures for improving and developing self, co-workers and the organization. They see their development in developing others. They pay importance to employee career progression, convincing and motivating them, developing and improving knowledge of colleagues through guidance and exposure, optimizing personnel performance through various initiatives and indulging in creative thinking and performing. These respondents avail opportunity structures to work as per their style and liking, and achieve which in turn help them do Self-Actualization. The feeling that they availed opportunities to work in field of their choice, that their performance is upto expectations, they are appreciated, had self-learning and self-growth, and that they benefitted the organization and co-workers make them feel fulfilled, emotionally motivated, achieve aspirational dignity and be contented with life.

These respondents have fostered positive relations both, professional and personal with colleagues. They promote making work a Shared Responsibility through teamwork, participative decision making and assigning responsibilities to colleagues. They feel responsible for welfare and, professional and personal development of colleagues and use their skills to maintain intergenerational harmony, motivate and promote co-workers, open communication channels, recognize, reward and appreciate co-workers. They aim at creating a

conducive and employee friendly workplace with minimized conflicts and healthy work relations based on creation of values in human resources. Further, they learn through exchanges between two generations, understand give and take of human relationships and utilize complementary interdependence of the young and the old generations to give desired outputs. As a result, they have garnered respect, trust and established themselves as reliable, principled, problem solvers, efficient, balanced, unbiased and positive personnel. The intergenerational bonds provide them confidence, encouragement, engagement, personal and emotional development. Further, for them it is a platform to achieve aspirational dignity.

Further, the respondents have purpose in life. They possess and practice the motive of inner desire, do meaningful work, be meaningfully engaged, keep self usefully busy, promote wellbeing of the young and self, and correct the young when they go wrong. They are concerned about welfare of colleagues with the purpose to improve their working conditions and the mindset. Professionally, they practice productive ageing and improve organizational productivity through various means and measures. They promote developing the younger generation, increase own social circle usefully and spend quality time maintaining their health, wellbeing and work-life balance. These self-motivated high scorers carry positivity from their past professional life into the new innings with enthusiasm, elevated emotions and motivation. Some of them find meaning, contentment and elevated emotional condition in present life as they shifted focus to spirituality and serving the society.

The high scoring respondents have high self-acceptance and are satisfied about their professional and personal lives. They try working on their shortcomings doing situational analysis and identifying accountable factors for their weaknesses. Their past helps them identify present and future problems and anticipate their possible solutions. They see continuous progression in their work and self from previous years and try achieve success in life after retirement i.e., the second inning. They take the responsibility on themselves to take professional and personal decisions and believe their role is to bring about organizational efficiency. For them satisfaction of doing things at work is more important than anything else i.e., the engagement is a motivator. They are active, possess positive attitude and for them work, workplace and the engagement are meaningful. Professionally, they are contented with their roles, performances, achievements and are not looking at career growth at this stage of life. In addition to professional work, they support societal improvement initiatives. These factors make them satisfied, affect their Quality of Life and lead to their health, emotional and cognitive wellbeing, and help achieve their personal criteria of good life.

For various reasons, **the low scoring respondents** were not actively involved in new jobs, they have low interest in this engagement and their personal criteria of good life is not met. They struggled vis a vis various subcomponent of Ryff's Scale which aggregated to them not being satisfied, and their wellbeing and workplace dignity are affected.

The low scoring respondents face various issues at workplace such as limited participation in decision-making process and freedom of expression, non-conducive organizational policies, values and unequal treatment, noncompliance of co-workers and non-friendly workplace culture as deterrents to satisfaction and wellbeing. Their limitations are partly due to their

positions in current organizations that offer them limited roles, limited autonomy and their dependence on others for approvals, task execution and decision-making. Those in consultants' roles deal with simultaneous expectations and pressure of multiple employers and those working as employers face issues with assigned tasks that might be beyond purview of their expertise.

Their curbed participation in decision-making process limits their independence, creativity and productivity. The employee unfriendly organizational policies keep them off from concentrating on professional issues and disturb their work-life balance. The discriminatory remuneration policies make their personal financial liabilities unfulfilled, unequal treatment and lack of opportunities compared to younger colleagues cause them emotional and cognitive stress that affects their overall wellbeing. Workplace for them is not meaningful, the non-conducive work culture offers limited socio-cultural opportunity structures, equality, respect, dignity, satisfaction and well-being. They are unable to realize their potential and personal criteria of good life i.e., aspirational dignity. They practice adaptive preference, work with minimalised interest, motivation and emotions.

Though the low scoring respondents too, are team handlers and multi-tasking individuals, they face issues vis a vis strained social relations with colleagues, lack of respect and trust of co-workers i.e. interpersonal ageism. They also face socio-cultural issues with coworkers such as generativity mismatch, intergenerational conflicts and lack of interpersonal relationships with the young generation. Further, the lack of altruism in the young generation, their differing morals and ethics, their lack of knowledge and skills and deteriorating student and employee quality cause them botheration as despite knowing and understanding they are unable to improve or control the situation. The respondents do carry the inner-desire to guide the young generation and do societal development but for lack of physical, social and cultural opportunity structures that prevent them from proceeding and utilizing their potential. These aspects cause them stress, resultant underperformance and professional stagnation. It acts as an impediment to their health, wellbeing and motivation.

Similar reasons such as nature of jobs, non-congruent organizational policies (institutional ageism), strained social relations at workplace and financial stress account for the low scoring respondents being unable to fulfill their purpose in life, have affected self-esteem and disbalanced work life. They reel under occupational stress and suffer from lack of meaningful workplace, work and involvement. Hence, neither are they able to utilize their potential nor is their emotional condition elevated in the second inning.

Linking our findings with the **gerontological discussion in India** is disparate as the current discussion is mostly focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of wellbeing from work perspective is touched upon. For instance, a study examined the association between generativity and quality of life (QoL) that showed that family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai et al., 2021).

More, since our study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and various factors of wellbeing at workplace. This study contributes to form the base for further research in the Indian scenario on wellbeing and dignity at work and provides policy advice inputs. It also compares results with international study Dignity in Older Age (G.Woolhead et al., 2004), where the authors found dignity related to dignity of identity, human rights and autonomy and draws Best Practice from it.

Findings of our study helped identify some specifics wrt wellbeing and dignity at workplace in India.

The past job and position play as deciding factors to what degree will the person have power, autonomy and influence in job after retirement i.e., second inning. This also helps determine their overall wellbeing.

If someone doesn't have resources and networks, they will not earn respect and support of the young generation, which looks for tangible gains. Nor they will draw interest and favour of the organization they would work for. These in turn result in low performance, emotions and motivation, struggle at work, adjustments and affected dignity. Since a majority of retired rehired persons fall in this category and that the privileged ones are a thin majority, it becomes apt to discuss a ground reality in India.

Our sample for the study consisted of educated persons, who are from a meagre 4.5% of the total Indian population and this educated class is considered the "Privileged Class" who had good jobs and were financially stable. Now if within this privileged class a majority are suffering, it throws light on a serious issue to deliberate on i.e., what would be the state of the major portion of the elderly population in India who has little to no access to necessities of life. Further, the privileged class in India is struggling post retirement, so the concepts of active and successful ageing become obsolete. What is needed in India is the implementation of the concept of Healthy Ageing. Contrarily, in the west, the societies are well off, the elderly avail social security and help from the government and where the concepts of active and successful ageing are prevalent.

Qualitatively analyzing internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (socio-demographic factors) of the employees resulted in five ideal-typical groups and elicited some findings. It emerged that past professional life such as position, power and influence one held in the past is an important factor in developing one's personality, attitude, work style, relations with others, and emotional and cognitive make up. Successful past professional life is positively related to satiety, optimism, emotional stability, relations with others, generativity and over wellbeing. On the other hand, dissatisfaction was associated with unfilled past professional lives and characteristics such as increased motivation to achieve professional excellence in second innings, focus on material gains, limited familial inclination, conflicts and efforts to maintain relations with colleagues found importance. This finding from our study is consonant to research study, Occupational socialization and psychological development: An underemphasized research perspective in industrial psychology (Frese, 1982) that shows work

environment and experience influence personality change and the study by Woods, Wille, Wu, Lievens, Filip & De Fruyt. (2018). The influence of work on personality trait development.

It also emerged that age had linear relation to work ability, sustainability, calm & composure, spirituality and developing meaningful relationships. This means with increasing age of the respondents these characteristics became prominent. Similarly, organizational support (social support and positive age climate at work) was found to be important wrt working conditions and the personal resources important for occupational competence, attitude, motivation and work stress. This finding has some similarity to the study, A Sustainable Career Perspective of Work Ability: The Importance of Resources across the Lifespan (David Stuer et al., 2019) on work ability, sustainability and job's meaningfulness.

Those with entrepreneurship traits were noticeably perseverant, energetic, extra focused multitaskers and risk takers, who took a big leap in career post retirement and moved into a professional direction that demanded multipronged approach and a paradigm shift and expansion of professional skills and lives.

Findings also showed that the move into the second innings by life or job circumstances resulted in limited autonomy, unproductive participation in the organization in terms of work, lower acceptance with colleagues, conservatism, lack of confidence, risk avoidance and unwillingness to promote self. This could well be connected to the fact that work performance is a function of good relations at work, autonomy and there is possible evidence for the relation between work-related and relationship satisfaction, and life satisfaction. This finding again has some similarity to the research study The Role of Person Versus Situation in Life Satisfaction: A Critical Examination (Heller, Watson & Hies, 2004). Our findings also match with the study result, Personal and situation determinants of relationship-specific perceptions of social support (Gracia & Herrero, 2004) where they found that psychological characteristics (stress, self-esteem) and situational determinants (undesirable life events) are negatively related to perceived social support and relations, and that these are generalized across groups of income, and marital status (sociodemographic factors).

Thus, the study confirms our hypotheses, it is assumed that the generativity motif described in the theoretical literature can also be seen in older people in India. By examining this assumption, a contribution is made to intercultural overlapping constructs. It is assumed that if there is the possibility to implement one's own professional and personal potentials in intergenerational relations in a manner appropriate to the new area of commitment then emotional sensitivity as well as inner life and aspirational dignity will be positively influenced. It is also assumed that the elderly are committed to this engagement. Finally, it is assumed that elderly people can see enrichment in the engagement with younger generation at workplace.

Linking our findings with the **gerontological discussion in India** is incongruent as the current discussion in India is mostly focused on vulnerabilities, elderly care, elderly abuse, geriatric health, assistive technology and the subject of social work. There are some studies in India on challenges faced by the elderly but rarely is the subject of generativity and wellbeing from work perspective is touched upon. For instance, a study examined the association between

generativity and quality of life (QoL) that showed that family-oriented interventions to increase generativity among elderly Indians improve quality of life (Cai et al., 2021).

More, since our study is based on the sample from the Indian population it throws light on state of the art at Indian workplaces and various factors of generativity and wellbeing at workplace. This study contributes to form the base for further research in the Indian scenario on generativity and wellbeing at workplace and provides policy advice inputs. It also compares results with international studies such as Generativity as A Route to Active Ageing (Kruse and Schmitt, 2012) and draws the Best Practice of promoting intergenerational dialogues as a way to improve generativity. Similarly, it draws Best Practice from the study, Generativity at work: A meta-analysis (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021) that shows the relationship between generativity and work outcomes. It also compares results with international study, Dignity in Older Age (G. Woolhead et al., 2004), where the authors found dignity related to dignity of identity, human rights and autonomy and draws Best Practice from it.

There are no specific findings of our study that helped identify some specifics wrt wellbeing, generativity, internal characteristics (psychological characteristics) and external characteristics (socio-demographic factors) in India. The specific findings have been discussed in conclusions of chapters 4 and 5.

7.3. Discussion

The mixed-method study used two scales, the Loyola Generativity Scale (LGS) to study generativity and the Ryff's scale to study psychological wellbeing for quantitative understanding and in-depth interviews for qualitative understanding and the concomitant ideal typical grouping based on psychological wellbeing, generativity, internal characteristics (psychological characteristics: personality traits and behavioral characteristics) and external characteristics (sociodemographic factors).

Generativity

Passing on knowledge and skill particularly to the next generation

The high scoring respondents across all categories pass on knowledge and skill particularly to the next generation.

Findings of gerontological research on the subject "expert knowledge in old age" are significant (Carlsson & Smith, 2011; Cohen, 2005; Lubart & Sternberg, 1988). These show that the integration of professional expert knowledge with personal competences (Staudinger, 2013), which is trained in the curriculum vitae create cognitive, emotional and motivational potentials that can lead elderly people to become important counselors for young people (see Staudinger, 1996; Kruse, 2009). As evident from our study the respondents understand and guide co-workers professionally and personally and correct their mistakes when they are going wrong. They feel responsible for the future generations and as seniors and mentors empathize with them, share the pros and cons and guide them based on their knowledge and experience. They

teach and advise them to acquire specific skills, personal and technical they would need in future professional or personal environment. As has been shown by research studies that the interaction between technological and intellectual resources is essential for organizational survival (Heisig et al., 2016) and the process of information acquisition depends on the personal initiatives that need to be done by the individual, respecting the structure of the organization (Hassan et al., 2017).

More, the respondents conceptualize and implement various employee development programmes by organizing trainings and nominating them for developmental programmes with the aim for their overall development. They have developed open communication channels between generations and emphasize on having good relations with co-workers, who approach them for professional and personal advice. Communication with people, including the young generation is utmost important in order to combat community differences. The respondents practice participative approach by inviting the young for meetings, discussions and making them part of projects. Further, the respondents are open to learning from the younger generation as well. Thus, Intergenerational solidarity plays an important role for the respondents. Intergenerational solidarity is “social cohesion between generations” (Bengtson, Olander and Haddad, 1976; Katz, Lowenstein, Phillips, & Daatland, 2005; Roberts, Richards and Bengtson, 1991). The respondents expect the younger generation to understand elderly’s viewpoint, their potential, show mutual respect and accept them. Developing intergenerational solidarity/bonds helps build trust in each other and makes the knowledge transfer process easier and improved. The high scoring respondents, in general are held in high regard at their workplace as people often come to them for advice and they pass on morals, ethics and values to the young generation. Their concern is degrading altruism which adversely affects the young-old relation. All professions are becoming commercialized and there is lack of personal and humanitarian relation between young and the old. They specifically mentioned commercialization of relationships as an important concern for them.

Other than the commonalities as explained above, different group of respondents deployed some unique approaches to fulfill the parameter, pass on knowledge and skill particularly to the next generation.

The respondents from HR consultancies focus on continuous self upgradation of knowledge and skills as should be a priority for any individual especially when one is advancing in age. Time can bring various uncertainties in life that need to be dealt in a strong and matured way. An individual can pass knowledge and skill to the next generation only if they are updated, are capable and have the ability to create and offer the right mix of past and present experiences to them. This aspect has to be balanced with maintaining self-integrity as it helps to generate trust and confidence in oneself. Further, the respondents lay focus on personal or soft aspect of teachings for the young generation. They lay emphasis on the values i.e., respecting people regardless of their sexual orientation and other aspects where people are discriminated like class, cast, disability and gender differences. Also, whatever role one takes, they must do it with complete integrity and honesty. People must develop principles and value system to adopt non-violence and avoid confrontations at all times. Practicing this would help not only fight

discriminatory practices, age-discrimination but also help develop compassion in the young generation and break the age and class stereotype.

The high scoring respondents from financial services have two additional concepts. They lay emphasis on achieving professional excellence through analytical approach. This means they advise the young generation should get to the bottom of the problem, analyze to sub level, workout a plan with possible solutions and discuss with the respondents. Regarding the participative approach they advise the young generation to take their responsibility very seriously and take their title very lightly. This finding is important as it helps reduce unhealthy employee competition, sets aspirations in the right direction and improves emotional wellbeing of the person.

The high scoring respondents from startups follow two step methodology in passing knowledge and skill to the next generation. First, they teach them the theoretical concept and the reason for using certain theories. The next step involves learning it practically. The respondents also lay stress on the philosophy that professional education is necessary and advise the young generation to opt for entrepreneurship instead of opting for service, have will power, be practical and have own interest in the field.

The high scoring respondents from Armed forces developed the 'Feed-forward' mechanism as against the traditional 'Feedback'. It is the procedure of substituting positive or negative feedback with futuristic solutions. The other initiative was to make them multiskilled as it increases employability and demand of an employee. These initiatives helped improve employee performance and morale.

The high scoring respondents from the Public Sector and the industry didn't share ideas other than those that are common to all groups and have been explained earlier.

The result confirms that the high scoring elderly in India avail opportunity to use their expertise and personal strengths in intergenerational relations.

The low scoring respondents faced issues as their efforts couldn't fructify. The non-compliance of their advice by the younger generation, non-acceptance by the young generation, their degrading altruism and their inability to influence and change organizational policies, the outdated trainings patterns, technology and methods, and lack of opportunity structures caused the respondents dissatisfaction and hampered intergenerational relations and their well-being. Though most low scoring respondents from other groups developed disinterested attitude, the self-determination and strong psychological makeup of the armed forces personnel made them continue their efforts. This zeal in the respondents accounts for high scores despite moderate results.

The result shows that the low scoring elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations.

Making significant contribution to the betterment of one's community

Research has shown that job characteristics can lead both positive and negative work outcomes (e.g., Slattery et al., 2010). The high scoring respondents have prior wide professional exposure, have strong networks and are connected to them through various initiatives and events that are organized from time to time. Further, the respondents from several groups received their education in best institutions and worked at high positions in previous organizations. The respondents share commonalities such as being and promoting professional excellence through initiatives and measures that would help benefit the organization and co-workers. Several respondents post retirement have taken up initiatives to contribute to society's welfare. Through this the respondents aim to pass on the knowledge they have gained, keep themselves meaningfully engaged and give to the society. For them financial remuneration is not important due to their strong past but if money comes as part of services they provide, they feel they are being paid for their services. As a result, the respondents are able to create positive impact on the community and bring about several changes.

They have high trust equations with colleagues, other departments and customers, and generated good awareness level among co-workers. This resulted in smooth functioning of the organizations they are associated with. They uphold the philosophy to make the workplace meaningful and promote younger colleagues professionally and personally wherever possible by introducing novel initiatives for learning and disseminating. The respondents in general are appreciated as principled persons by their colleagues who are ready to take up new challenges and who have contributed professionally for betterment of workplace and co-workers. Their presence brings confidence to several co-workers and partners.

The respondents in various groups share another commonality that they are customer centric and extend them continual support. Thus, the customers generate goodwill and appreciate their competencies such as the ability to understand things in-depth, motivate people and make understand things in a clear way. This way their contribution to their organizations is noteworthy and hence the respondents feel good, emotionally motivated and meaningfully involved. Thus, the warm and satisfying relationships help them feel emotionally motivated, increases their inner-satisfaction and inner-desire.

The respondents are strategic, have a vision and understand the importance and advantages of aspects such as internationalization and importance of balancing strategy and implementation. The respondents from HR consultancies, financial services and startups have created a heterogeneous team of personnel with varied experiences and of different age groups as they understand strategic advantages of the same.

More, the respondents believe in Self- Actualization, meaningful involvement and meaningful work replete with healthy intergenerational relations where the young and old enjoy an Age friendly environment.

The result confirms that the high scoring elderly in India avail opportunity to use their expertise and personal strengths in intergenerational relations.

The low scoring respondents from financial services, doctors and armed forces faced issues at work and also at personal level. The respondents from HR consultancies, Startups and the NGOs had nothing negative to share. The role of the workplace environment is also very important to induce the elderly to make significant contribution to betterment of community. It is considered necessary to create appropriate opportunity structures so that the elderly can also find the opportunity to implement their cognitive, emotional and motivational potentials in intergenerational relationships. As Fuertes et al. (2013) summarize that companies should consider age-appropriate job design, ensure that employees are kept flexible, support lifelong learning and better enable the intergenerational transfer of knowledge. The respondents in financial services couldn't contribute much to organizational and co-worker development due to greater management control over decisions, bureaucracy and incongruent corporate policies such as long working hours and sales pressure on employees that destabilize work-life balance. Though the respondents had ideas for improvement but couldn't take them forward due to slow 'Turn-Around-Time', prioritization issues with the management and lack of Age-friendly environment. The respondents from the armed forces too, faced similar barriers as respondents in financial services. In addition to these, their stereotyped roles and responsibilities and strained relations with co-workers prevented them from utilizing their potential. The doctor respondents had to comprise with their professionalism as they were forced to promote technical prescriptions in line with policies of private hospitals. The unequal treatment between young and old in terms of hiring, remuneration and recognition held them back demotivated and hence unable to contribute to betterment of community.

The result shows that the low scoring elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations.

Doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy

The respondents seemed to rely on their creative and innovative capabilities in order to be remembered for a long time. While work performance is a complex and multifaceted construct (Viswevaran, 2001), creativity and innovation at workplace are one of the most sought-after traits in the workforce.

For the high scoring doctor respondents, HR consultancies and one respondent from financial services, the most important form of achievement is proactive contribution to the organization. The respondents are thorough professionals, generative and undertook some pathbreaking initiatives in the organizations that made a difference to professional life and left an impact on others. Several respondents are innovative and they conceived, developed and implemented initiatives that set an example for others to follow. Developing intergenerational ties is another important way respondents left a lasting impact. They worked for welfare of co-workers and students by motivating and guiding them and giving adequate professional exposure. In some cases unique teaching and research methods were introduced (such as longitudinal practical based studies) that turned around co-workers' and students performance for good. The impactful contributions of respondents ranged from co-authoring best sellers, being 'First-movers' and winning coveted international accolades for innovation, complete transformation

of work to the initiative becoming a baseline for 'Want-to-be' entrepreneurs. Thus, the respondents not only created positive impacts on the organization such as recognition, impetus to innovation, improved productivity and but also increased their own confidence, motivation, inner-desire, health and wellbeing, and being meaningfully involved. Through lateral thinking they were able to set examples for others to follow, customize or replicate. More, they became an inspiration for the young generation. The respondents from the NGOs understand nuance of this parameter and that their initiatives are focused on funds generation and achieving operational parameters, hence no response came from them on this parameter. This way they are similar to respondents from HR consultancies, doctors and the sole respondent from financial services who understood the difference between this parameter and the parameter 'Making significant contribution for betterment of community.' The respondents from startups, armed services and most respondents from financial services rated themselves high on this parameter, however they couldn't cite examples to support their stances in the interviews.

The result confirms that the high scoring elderly in India avail opportunity to use their expertise and personal strengths in intergenerational relations. There are evidences that the relationship between employee age and creativity was positive when job autonomy was high (Binnewies et al., 2008). Similarly, it can be deduced from the responses of the high scoring respondents that they are overall satisfied in terms of generativity as they avail opportunities to autonomy, think and implement ideas and also share decent relationships with co-workers. Since professionally they are doing well and their contributions have created positive impacts on the organizations in the second innings, their contributions will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy.

The low scoring respondents from financial services, doctors and armed forces faced issues at work and also at personal level. As research has shown the task variety is related to positive outcomes like job satisfaction but also to negative outcomes like job overload (Humphrey et al., 2007). Similarly, the low scoring respondents in HR consultancies, financial services who are employed in their second innings have not been able to do any breakthrough or have implementations to their credit due to issues such as lack of opportunities, organizational bureaucracy, limited powers in hands and work-life imbalance due to handling multiple assignments, thereby causing them dissatisfaction, emotional loss, productivity loss and leaving them little time to innovate and implement initiatives.

The low scoring doctor respondents and those in armed forces had some similar responses as in financial services. But they faced more challenges at workplace such as indifferent outlook and work-related approach of colleagues, lack of meaningful workplace and adaptive preference indicating their dissatisfaction with new job and occupational stress. The low scoring respondents in starts up and NGOs too had nothing more to share but dearth of financial support and non-congruent government policies that leave them with little option to think and innovate. Their entire energy and focus are on stabilizing operations. The low scoring respondents from the public sector shared common issues as with respondents in HR consultancies, doctors and financial services. Additional detriments included excessive centralization where one authority

takes all the decisions and lethargic, non-ambitious and non-motivated workforce that impedes healthy teamwork and creative thinking.

The result shows that the low scoring elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations.

Though the respondents seemed to rely on their creative and innovative capabilities in order to be remembered for a long time, but with changing age demographics and increasing aging workforce, the organizations need to introspect future viability of their innovative thrust.

Being productive and creative

Knapper and Cropley (1991) concluded that there are genuine changes in intellectual functioning with increasing age. However, such differences are the result of a combination of various intrinsic factors such as changes in mental and physical abilities, motivation, behaviour and extrinsic factors such as workplace environment and the social relationships. Thus, creativity can be maintained by working on these factors in all ages. Similarly, research has shown that high shares of older workers are associated with higher productivity (Malmberg, Lindh, and Halvarsson, 2005).

High scoring respondents across groups on parameter 'Being Productive and Creative' have some commonalities such as keep avenues open to explore prospects for being productive and creative. They have in their roles generated novel ideas and implemented initiatives that led to professional excellence, continual improved productivity and creativity, employee development and intergenerational ties/bonds. They are also of the opinion that creative ideas come from the younger generation; hence they practice participative approach, open communication and information dissemination. These creative thinkers are endowed with professional qualities such as analytical minds, commitment, an eye for perfection, self-awareness, determination, team work, motivation, prioritising things, problem solving and risk handling ability. Further, they promote the idea of learning through creativity. The professional strengths described here can also be interpreted as the basis for creativity in old age (for example Kruse & Schmitt, 2011), as well as for the generativeness of the elderly (for example, Kruse & Schmitt, 2012).

Other than the commonalities, the high scoring respondents from various groups had some unique characteristics such as the doctor respondents take it as their responsibility to give back to the society the expertise they have gained over the years and inspire and train younger generation for a bright future ahead. The respondents are experienced observers and focus that people around have knowledge that could be utilized effectively. Similarly, the respondents from HR consultancies give impetus to soft aspects such as harness employee potential through motivation, creation of meaningful workplace and not being overly protocol driven as it impedes creativity. The respondents from startups, like HR consultancies' respondents focus on identifying and harnessing untapped human potential and talent which could be put to meaningful use for the society. More, they focus on creating a network of retired consultants for business advice and training employees and students. The respondents from financial

services practice undertaking soft-analysis, understanding complex multivariate relationships among elements such as personnel, scientific, technological, societal and continual knowledge updation. The respondents from the armed forces lay emphasis on lateral thinking and being multidisciplinary. The respondents from NGOs had nothing unique to share other than the commonalities as described above. The respondents from the public sector found their new job didn't offer them opportunity structures and autonomy to showcase their full talent, thereby resulting in low motivation levels.

Analyzing further, it could be inferred that the high scoring respondents are productive and creative and the Mean scores are justified. Comparing responses of high scorers from different categories it could be deduced that most respondents in services retired at high positions and continue with their stature post retirement in forms such as firm partners, advisory board members and head of departments in new workplaces (i.e., the second innings). Studies have shown that the elderly are self-motivated and have the ability or strength to motivate others. The motivation in elderly can be accounted due to aspects such as determination, commitment and discipline (Walberg & Stariha, 1992). This high motivation leads them to be productive and creative at work places. As shown in our study the high scoring respondents have high motivation levels, have reasonable relations with co-workers and are able to implement their thought process and past experiences in form of initiatives, and they feel intellectually and emotionally contented. This elated state makes them score high. However, it is not to undermine that their initiatives are not among the better ones or that their thought process is overly positive. They deserve to be given credit of thinking differently, efficiently, creatively and be productive in life after retirement. The result confirms that the high scoring elderly in India avail opportunity to use their expertise and personal strengths in intergenerational relations.

The low scoring respondents faced primarily two kinds of issues. The respondents from financial services and the armed forces shared a similar issue related to the organizational policies as impediments to productivity and creativity. Opportunities to re-enter the labor force after a period of unemployment or to change jobs or careers at the end of a working life are limited and largely determined by employers (Berger, 2009). The organizations fail to identify and acknowledge professional and personal potentials of the elderly vis-à-vis young employees, fail to provide the elderly similar facilities and opportunity structures as the young employees to utilize their potential, practice creativity and be productive. More, the curbed autonomy of the elderly in decision making process and the attitude of the co-workers make them being reduced to 'non-descript' status in these organizations. The elderly are practicing Adaptive preference and their motive of generativity is not being met which is resulting in low motivation.

Identity-based conflict can be quite pervasive and challenging in organizations (Urick and Crandall, 2012). The respondents in startups shared the concern regarding attitude and practices of the young generation as hindrance to their productivity and creativity. The members of the young generation opt for shortcuts, follow a different value system and believe that by giving favors one can go up in life. This indulges them in wrong practices and intergenerational

conflicts as their practices are not in line with morals of the old generation. More, they don't accept learnings and guidance from the elderly.

The result shows that the low scoring elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations.

Further, this finding helps speculate as our study dealt with a section of the society that is privileged and within that privileged section some serious issues wrt the retired rehired have emerged. Talking of India, the country has a big population portion that doesn't have privileges, opportunities and avenues. Understanding their state of the art needs to be studied in another larger project.

Caring and taking responsibility for other people

According to the perspective of productive aging, employment can be a meaningful way for older people to remain productive members of society (Hinterlong, 2008) and as research result by Light (2004) shows that employee responsibility or empowerment is significantly related to employee involvement and engagement. The employee engagement and involvement in the organization can have various facets such as creating meaningful workplace where the employees are motivated, emotionally satisfied and participate with full potential in line with organization's objectives and ethics so as to improve overall productivity through various measures such as creativity, participation in decision-making, caring and taking responsibility for others, developing positive relations or intergenerational ties with co-workers, getting involved in professional and personal development of co-workers, especially the young generation, guiding and solving their problems. Csikszentmihalyi, (1990) explains 'Flow' is a psychological state in which an individual is deeply focused on a certain activity often observed in leisure and sports, but also in workplaces. As is evident from analysis of the responses the high scoring respondents across groups showed commonalities such as they are focused and involved in aspects of humanity such as caring and taking responsibility for the younger generation through developing them, guiding them, rewarding and recognizing them and opening communication channels. Further, analyzing caring or looking at the softer side, the respondents' focus lies on helping others, developing empathy within groups, create humane bonds, build trust among people and put efforts to resolve other people's problems. It is important the future generation is taught and sensitized so that they in turn care for others and develop long-term bonds in life. This caring aspect helps build Intergenerational solidarity and reduces chances of Intergenerational conflict. Similarly, the respondents feel responsible for the young generation, their development and future, and give people centricity the highest priority. Due to their interpersonal ties, the elderly feel responsible for the young generation professionally and personally, develop their potential and skills, build trust among colleagues and promote intergenerational relationships. Due to interpersonal relationships, they are approached for personal and professional advice, guidance and problem solving by the young. Some respondents extend their care and taking engagement to include serving the society and helping those in need and wanting their wellbeing. Another aspect of generative behavior came out from the analysis. The respondents commented positively on working with juniors and found their viewpoints distinct. The seniors respected their opinions as it adds to learning for

everyone. This made the respondents feel important and generative, and made the younger colleagues feel happy.

In addition to the commonalities, the analysis of respondents from various groups had some distinct findings regarding caring and taking responsibility for others. For instance, the respondents from HR consultancies feel they are needed and that they have made commitments to different people and groups professionally and to their families. They strive achieving employee fulfilment at work by creating comfortable workplace, developing employee confidence and long-term bonding. The respondents from financial services advise the young to be cognizant of the pace of change and the new developmental advancements in the industry and instill their focus on long-term goals. The respondents from the Armed forces focus on equal treatment and commitment to all co-workers. Since each individual has unique characteristics and talents that need to be identified and groomed for their personal and professional benefit. The doctor respondents exercise guiding the younger colleagues by setting example by themselves for others to follow. They reward and recognize the young for good work done and correct their immoral practices.

The result confirms that the high scoring elderly in India avail opportunity to use their expertise and personal strengths in intergenerational relations.

The low scoring respondents from financial services, armed forces and the doctors shared a similar issue that prevented them from performing on the parameter, Caring and taking responsibility for other people.

Corwin (1969) agrees that conflict in organizations arises from interactions with heterogeneous employees (such as those occurring between different generations' identities). It emerged from the analysis the respondents faced issue regarding differences in opinion and views of the young generation, their morals and values not in line with the elderly generation such as lacking humane aspect, is materialistic and is indifferent to the societal needs. More, the non-acceptability of the elderly by the young generation i.e., finding seniors a problem and feeling challenged by their presence and the young carrying stereotyped image of the elderly leave little opportunity, reduced desire and stress in the elderly to care for them and take their responsibility. This shows that perceptions can lead to stereotypes, preconceptions, or tensions (Finkelstein, Ryan, & King, 2013). The differences between the generations resulted in generativity mismatch, Age discrimination and intergenerational conflict, thereby affecting generativity and slowing knowledge transfer. Further, this response highlights a common denominator the non-Age friendly culture in the organization.

Wellbeing

Autonomy

Autonomy is the ability to take part in decision making process and take decisions with independence, thus giving freedom to an individual to explore their potential capabilities. Autonomy helps determine productive output, job satisfaction and influences work engagement. Findings from our study showed some similarities to several research studies such

as Research studies highlighted how workplace autonomy has a positive effect on wellbeing, creativity, motivation and job satisfaction of employees (Wheatley, 2017); Autonomy positively influences work engagement (Taipale et al., 2011) and Job autonomy is linked to generative behavior of the elderly (Friederike Doerwald, Hannes Zacher, Nico W. Van Yperen, Susanne Scheibe, 2021).

Autonomy plays an important role in determining work quality, relative job satisfaction and work engagement. The high scoring respondents are self-determining and independent. By virtue of their past high positions, they were well networked and involved in decision making, and they continue with the same status in jobs post retirement. Their current positions offer them working at strategic level, offer them autonomy and taking some decisions independently and some in consultation with the management. Their expertise and experience endow them with self-determination at work, in taking decisions and capable of getting business for the organization. They are given scientific freedom, the roles they perform are upto their expectations and the management wants to retain them. Since the respondents joined the current organizations at high positions, they did not face challenges with the team members.

These autonomous respondents come with various professional strengths and are able to resist social pressures to think and act in certain ways. They take lead and complete ownership and do what they feel is good for organization's development irrespective of opposition from others and without any hesitation. They rely on their experience, knowledge, objective evidences to arrive at decisions objectively. Further, the high scoring respondents evaluate self by personal standards. They try correcting or holding back themselves whenever necessary. Thus, the respondents enjoy autonomy in current organizations, feel satisfied, productive, meaningfully engaged and the work is meaningful. Meaningful work leads to human flourishing and satisfaction. Similarly, disassociation from work leads to alienation (Wilensky, 1960).

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The low scoring respondents shared common issues such as limited participation in decision-making process remuneration, workplace culture and remuneration as deterrents to satisfaction and wellbeing.

Many low scoring respondents in their current organization hold positions not higher than equivalence of a "Team member", thereby having comparatively diminished roles with limited autonomy at workplace and dependence on others for task completions and decisions. They are concerned about the expectations and evaluations of others as some are working in capacity of employees or consultants to firms with curbed autonomy. Those in consultants' roles deal with simultaneous expectations and pressure of multiple employers and those working as employers face issues with assigned tasks that might be beyond purview of their expertise. More, they rely on judgments of others to make important decisions as organizations pass them their expectations, thereby leaving the respondents with little choice but to follow the influencers. Similarly, the low scoring respondents conform to social pressures to think and act in certain ways due to limited autonomy and dependence on others for approvals and implementations.

The respondents' dissatisfaction on remuneration, particularly discrimination between pay packages of the young and the old generations and the non-faculty staff remuneration policies highlighted they were being underpaid in comparison to assigned roles and responsibilities and what the corporates pay professional advisor companies or other full-time employees for similar jobs. Further, the financial stress due to lack of government support and non-availability of private funders affected business viabilities of startups and the NGOs.

The workplace culture was a socio-cultural contrast to the government setup, where many respondents worked earlier. The corporate business orientation, pressure to perform, produce tangible results, generate funds, management fear factor, co-worker self-centricity and the organisational politics caused them dissatisfaction and led the respondents to work doing adaptive preference.

The curbed participation in decision-making limits roles, independence and creativity of the respondents. This in turn affects productivity, mental and physical wellbeing.

The result shows that the low scoring elderly are not performing well in terms of active involvement in reemployment/second innings, they have low interest in such an engagement and it is not favoring their emotional condition.

The result shows that the low scoring elderly can't avail opportunity to realize their personal criteria of good life.

Environmental Mastery

The responses of high performing respondents showed similarities and some distinct characteristics. The respondents across all categories have more or less similar scores and so are their qualitative responses on the parameter, 'Environmental Mastery'.

Noack (2009) found positive psychological age climate to be positively related to older employees' affective commitment on an individual level. Similarly, organizational measures positively affect length of working life (Blomé et al., 2021). The high scoring respondents find their roles empowering, perform their roles and responsibilities as per their preferences and structure their programmes accordingly. These groups of respondents have leadership acumen. They have a sense of mastery and competence in managing the environment. They are skillful and adept in doing their jobs, handling and motivating co-workers. They are skilled team handlers and know how to manage working with different set of people. For them the practical application of knowledge and wisdom is a priority and they are not complacent or rigid. Due to their past experience and multidisciplinary approach, they are able to prioritize, handle issues, handle relatively big teams and have risk and control frameworks in place. Hence, able to drive organizational improvements. However, the experience of high scoring respondents from the armed forces was different as they had difficult start in second innings due to cultural differences which settled down to some extent over a period of time. The respondents across groups are multi-tasking experienced professionals and control complex array of external activities. Their roles and responsibilities are complex and their activities require seamless effort, a unique set of professional qualities, interactions with external and internal agencies,

carrying out work at various levels such as social system, corporate world and with various relationships and informed decision making.

The respondents have leadership qualities and they look into array of internal and external activities and control wherever possible. The respondents aim to make their work meaningful. They feel important and want to make a difference to the organization while keeping people engaged and having positive effects on their development and well-being. This finding is in line with the research result, Individuals whose job influences others physical or psychological well-being experience greater meaningfulness in the work (Morgeson & Humphrey, 2006). However, the purview of respondents from the armed forces handling complex external tasks was limited to the administrative and security roles they are performing.

The respondents are experienced personnel and keep themselves aware of opportunities and threats pertaining to professional work and to organizational productivity. The work milieu includes co-workers, physical surroundings and creating a meaningful workplace. Once again similarities in thought process and actions done by the respondents across categories was visible. The respondents shared they try develop conducive and employee friendly environment, focus on conflict management and on constant lookout for programmes and initiatives, internal and external for benefit of the organization, work and staff. These experienced people bring strong professional expertise and personal competence to resolve issues within the organization and they try to create certain values in Human resources for various organizations leading to transformation over a period of time. The respondents are problem solvers, risk handlers and are on constant lookout for opportunities and their make effective use for professional and societal development. Similarly, they look out for challenges in the surrounding environment and improving self-awareness so as to bring about positive professional and personal development.

Several respondents shared another aspect of environmental mastery i.e., they were able to choose or create contexts suitable to personal needs and values. As research has shown retirement decisions are based on various aspects such as individual situations (e.g., financial resources for retirement; Munnell & Sass, 2009) and societal impacts (e.g., changes in Social Security rules; Gustman & Steinmeier, 2009). Similar findings came from responses of doctors and financial services as they decided to work for current organizations as it suits their professional and personal needs such as financial and emotional motivation and maintain work-life balance by being meaningfully selective. The findings from respondents from the armed forces were however opposite. They found the work environment non conducive and were unable to manage lifestyle to their expectation and satisfaction. They were under financial stress due to familial commitments, especially their children, who were yet to be established in life. Also, their pension from the last jobs and remuneration from the current job couldn't make them have 30% of what they enjoyed in previous jobs. Their work life balance was not being met and this causes them stress and affects their satisfaction and wellbeing.

These findings of the high scoring respondents across all categories except armed forces find resonance with the concept, "The professional strengths of older employees in studies can be characterized as follows: High competence in dealing with complex and familiar situations

(both internal and external), pronounced decision-making and action economy, adequately prepared decisions, sufficient time and target planning, overview of familiar work areas, effective cognitive decisions (Kessler, Kruse & Staudinger, 2010).

The respondents from public sector have a distinct characteristic. The respondents find it difficult managing everyday responsibilities. This could well be pointed to problems with their personal lives that they have so much work that they find little time for other personal responsibilities. This aspect makes them stressed.

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms that the high scoring elderly in the commitment see this opportunity to realize their personal criteria of good life.

The low scoring respondents had similarities among HR consultancies, doctors, financial services and the public sector. The armed forces personnel had more issues to share while the startups respondents had no low scorer in this category.

Although older workers seem to be a promising organizational resource, negative attitudes towards older employees still prevail (Ng & Feldman, 2008; Posthuma & Campion, 2009). Most respondents except the armed forces did not have to struggle with the learning curve as they moved into the same field of work. However, they faced issues with respect to the work culture and environment and found their workplace not meaningful.

On the employee level, negative beliefs about older colleagues can impede collaboration and foster intergenerational conflict at work (Jehn, Chadwik, & Thatcher, 1997). Several respondents find the organizational policies employee unfriendly. They face revenue generation pressure and daily accountability pressure. Further, issues such as Generativity mismatch, intergenerational conflict and lack of employee orientation of their organizations cause them stress. Their organizations had more theoretical approach than being practical. Hence the respondents are unable to utilize their potential. Nor their emotional condition is elevated in the second inning. Some respondents took up extra assignments such as teaching in addition to organization's work made them face some issues. The first challenge was conversion of their work experience into more of a learning experience for their students. This demanded great amount of reading and collating for overall benefit of the students. Similarly, handling parallel consultation assignments meant multiple expectations and clients handling that caused them stress and work-life imbalance.

This impeded them managing everyday affairs. There were no major issues that bothered them while doing assignments, however several times things did not move smoothly, rather below expectations. This put them in a spot that they seemed unable to change or improve surrounding context.

The respondents from the armed forces faced more issues as compared to respondents from other categories. To start with, they faced issues with the learning curve as irrespective of their

calibre, educational background and professional expertise they were confined to being in administrative and security roles and this didn't provide them opportunity structures to showcase and utilize their potential. At the organizational level, the danger of age stereotypes lies in the manifestation of discriminatory treatment of older workers (Loretto & White, 2006). The respondents from the armed forces faced compatibility issues with co-workers due to ideological differences and stereotype threats such as the organization posting them under harsh geographical conditions and making them take up assignments that civilians reject right away just because they are from armed forces and at times making them take up immoral practices such as underhand handling of civil agencies. This aspect lends to lack of control over external world.

The result shows that the low scoring elderly are not performing well in terms of active involvement in reemployment/second innings, they are losing interest in such an engagement and this leads to low commitment and hints it is not favoring their emotional condition.

The result shows that the low scoring elderly can't avail opportunity to realize their personal criteria of good life.

Personal Growth

In the gerontological literature, it is assumed that the possibility of engaging and promoting young people in their (professional and / or personal) development is of great importance for the emotional condition as well as for the inner life in old age (see here Kruse, 2017, see McAdams & St. Aubin, 1992). The empirical evidence from the study supports this theoretical point of view. The high scoring respondents from doctors, financial services, HR consultancies, NGOs, Public sector and industry confirmed this viewpoint. They have a feeling of continued development by being committed to their work, paying importance to employee career progression, convincing and motivating fellow employees, willingness to develop self, team and the organization, and improving knowledge of colleagues through guidance, trainings and exposure. Their main focus lies in helping the young develop professionally through various measures such as internal and external trainings, guiding them, enhancing their skills and also guide them if they approach with personal issues. This motivates the respondents and enhances their inner life/inner desire. The respondents being experienced enough don't opt for self-training per se, except getting updates, taking relevant professional memberships and attending events as and when necessary. Additionally, the respondents from HR Consultancies take measures that are unique. Through strategic efforts they strive to minimize internal politics in the organization and optimize personnel performance through initiatives such as Blended-work and transitioning towards getting interdisciplinary with the aim to control attrition, maintain employee development and wellbeing. Thus, Self-Actualization or the potential to develop self are visible in the personnel.

The respondents from startups, however have a different view of continued development. They focus on self-development as it is a paradigm shift from being an employee to being a business owner. The new role and responsibilities require them to learn new things, acquire new skills and techniques. More, since the startups are small in size, the focus lies on bottom line and

hiring experienced staff members and not training the staff members. The respondents from the armed forces shared different aspects but somewhat linked to respondents in startups. The feeling that they are performing their roles upto expectations of the organization and they are appreciated makes them feel satisfied and fulfilled. The opportunity they received to work in field of their choice (as against most armed forces personnel being pushed into administrative and security roles) and having a team reporting to them give them pleasure and makes them contented with life. Thus, they attempted to realize their personal criteria of a good life in the second inning as well (Kruse, 2005) which confirms to the concept of "aspirational dignity" as discussed in international literature (Nordenfeldt, 2004, Schroeder, 2012, Schmitt, 2012).” The impact of role performed in the first inning is quite visible in the second inning in case of the armed forces personnel.

The respondents across all categories shared a common denominator. They were open to new experiences; however, their focus is limited to professional work, better team and organizational performance. Another overlying tone related to this could be the bottom line or profitability as one of the key focus areas for all groups except for respondents from the groups, doctors, HR consultancies and public sector. The HR consultancies respondents in addition to professional excellence focused on indulging in creative thinking and performing. This group of respondents’ motive is value creation and value adding to others. Similarly, the doctors practiced the initiative of bringing the young and the old together and that created new alliances, generated new ideas and initiatives which helped improve overall performance of the employees and reduced occurrence of intergenerational conflict. Thus, the respondents felt emotionally satisfied and they could utilize their potential much more. The armed forces personnel were too open to new experiences through contributing to professional work, however they faced issues in achieving full success due to lack of opportunity structures and non-conducive work environment.

The respondents from different groups demonstrate leadership, identify and prioritize activities and implement strategies for betterment of work, co-workers, department and the organization. When older workers perceive that the organization supports and values them, they will be more motivated and committed and less likely to perceive that they are plateauing (Kanfer et al., 2013). Likewise, most respondents in doctors, HR consultancies, financial services, public sector and industry avail opportunity structures and meaningful workplace, and their involvement in their organizations they find is meaningful. These factors are the ample reason for them to be emotionally and cognitively satisfied and be in a state of mind that helps them realize inner potential and perform. The startups and the NGO respondents face operational hindrances due to paucity of funds, lack of governmental support, lack of support from the venture capitalists, lack of opportunity structures for the elderly wanting to setup starts ups. Other findings include that at times, the created partnerships are unable to pool in sufficient competencies and funds for optimally operationalizing firms. This shows that even the experienced persons go wrong at times and that our assumption that participation of elderly in startup would guarantee success cannot be accepted. Another finding came out from the interviews that the startups by young people don’t hire elderly as bottomline matters the most to them. Thus, if the opportunity structures are limited and the acceptance by the young

generation is low it leaves little chance for the elderly to realize and utilize their potential. The respondents from HR consultancies and doctors categories were able to see improvement in self and behavior over time. Both group of respondents through self-learning, dedication and professionalism were able to achieve this characteristic. For them sharing knowledge is a continual process that keeps progressing at all ages, whether young or old. Their participation in current and previous organizations brought about positive changes. The respondents not only had self-learning and self-growth but also benefitted the organizational production centers. This high sense of organizational development in the respondents is due to various factors such as available opportunity structures. This makes them emotionally and cognitively satisfied and results in better performance. Further, the respondents from HR consultancies due to their diverse professional exposure, their objective control over emotions, pronounced decision-making, target planning, subduing negativities such as being impulsive, handling the diverse heterogeneity of personnel, their transparent, unprejudiced and personnel oriented working styles helped them become more knowledgeable, effective and improved over time. Likewise, the doctor respondents' participation brought about positive changes in the organization through various initiatives such as developing research culture in the organization, setting up new departments and merging existing departments for better efficacy. This finds resonance with the research study that organizational climate perceived as welcoming and valuing the contribution of older workers increase worker feelings of belongingness and motivation (Armstrong-Stassen & Schlosser, 2011).

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms that the high scoring elderly in the commitment see this opportunity to realize their personal criteria of good life.

Since the low scoring respondents didn't get the opportunity structures, hence couldn't utilize their professional and personal competencies. The non-conducive policies and multi-problematic environment of the organization such as lack of autonomy, non-conducive work culture and values, strained social relations with colleagues caused them stress, underperformance, an impediment to their health, wellbeing and motivation, and professional and personal stagnation. The physical workspaces too, were not upto liking of the respondents. Some organizations such as NBFCs had discriminatory policies favoring the staff at the Head Office and showing no inclination towards the field staff. The typical corporate culture laden with internal politics, self-centricity and prominence given to financial gains marred personal growth of the respondents. Likewise, the armed forces personnel too faced superficial work parameters, corporate politics, unending aspirations of the employees and intergenerational conflicts making it difficult for the respondents to expand or grow. Moreover, the move from government to private sector offered diametrically opposite culture and social relations at work. A new finding came out from the respondents in armed forces that the people in higher positions get absolute priority as everyone believes the seniors in the organization know everything and decide accordingly. These findings can be linked to the concept since these respondents never availed the opportunity structures to implement their cognitive, emotional and motivational

potentials at workplace, they perceive and accept the traditional work culture of the organization without reasoning.

The present study shows that the relevant is not merely by engaging the elderlies in second innings. Rather, it depends on their past experiences, nature of occupation and work environment developed with co-workers and employers. It is, therefore, is necessary to create appropriate opportunity structures so that the elderly can also find the opportunity to implement their cognitive, emotional and motivational potentials in intergenerational relationships.

The result shows that the low scoring elderly are not performing well in terms of active involvement in reemployment/second innings, they are losing interest in such an engagement and this leads to low commitment and hints it is not favoring their emotional condition.

The result shows that the low scoring elderly can't avail opportunity to realize their personal criteria of good life.

Positive Relations

The respondents across all categories have exceptionally high scores on this parameter indicating strong positive relationships at work and for some groups at personal level as well.

The respondents (doctors, HR consultants, financial services, public sector and industry) have fostered both professional and personal relationships with colleagues. They promote teamwork, participative decision making and assign responsibilities to colleagues. Thus, making work a Shared Responsibility. These respondents in general feel a sense of responsibility to develop younger colleagues professionally, personally and feel responsible about their welfare. This can be linked to the concept of shared responsibility as explained, old age must be considered in a cross-generational context, namely, in the sense of taking responsibility for younger generations (for example, Kruse, 2015).

The respondents in HR consultancies like doctors and public sector respondents have fostered positive relations at various levels, professionally and personally, including in the partnership firms they have founded. They have garnered trust over years and established themselves as reliable, principled and problem solvers who are ready to take up challenges. The respondents' work for reasons such as professional efficiency, teamwork, participative decision making, balanced and unbiased behavior and positive attitude they maintain in all situations.

The respondents from financial services approach is to foster cordial relations at work, especially with the young generation. They strive to give the young generation freedom of expression and confidence and in return expect their respect. Some respondents focus on personalization and giving respect to everyone irrespective of their level in the organization. The respondents like HR consultants and doctors use the skills of motivation and relationship management to make the young generation part of the team. Further, they respondents listen to the young, keep track on ground realities, guide and correct them wherever possible, practice open communication and maintain mutual respect. The respondents from startups like those in financial services focus on maintaining healthy relationship at work through open

communication, recognizing talent, appreciating good work and delegating additional responsibilities to make them feel important.

The respondents from armed forces faced issues such as intergenerational conflict, Generativity mismatch, Stereotype and Age discrimination at work and they had to struggle and find ways to settle relationships at work with colleagues. This way they are different from respondents from other groups who did not face challenges with colleagues. However, these respondents were able to achieve harmonious professional relationships as was seen in financial services, HR consultancies, startups and NGOs though it took them efforts and time. Moreover, these respondents tried setup personal rapport, relationships and extend help to colleagues, however, much without success.

The respondents are concerned about the welfare of others. The respondents from HR consultancies maintain intergenerational harmony and pay attention to employee development measures. The respondents from financial services focus on learning through exchange of knowledge, guidance and exposure. An important quality came out from HR consultants that they understand give and take of human relationships. This was not visible in other groups of respondents. They believe in accepting and correcting mistakes (apologizing) when something inappropriate happens and do not believe in defending oneself. The respondents from startups too, believe in equality and extend cordial relations to all co-workers. They exercise healthy professional discussions with the young experts, weigh ideas and suggestions, and help them choose the right solution.

The respondents emphasize on Learning from younger colleagues. The respondents (HR consultancies, doctors, financial services, Armed forces, Public sector and industry) pay attention to the fact that the two generations are interdependent and should complement each other in order to produce the desired output. The younger colleagues come with modernistic approach, have high awareness levels, are agile and technology oriented. They keep track of work practices and happenings around the world. Similarly, the elderly are endowed with strategic orientation, experience, knowledge, decision-making, situation handling, cooperation and teamwork, self-motivation and morals. This interdependence would help them keep pace with the evolving world, stay engaged and relevant to the current issues and learn continuously from each other while maintaining active communication channel, respecting and supporting each other. It's important that both old and new generation work in harmony with each other. This can be done by allocating the operational part to young generation and advisory role to the older. Further, in intergenerational relationships one must think at the ground level and without any feeling of insecurity and ego get into discussions with each other with the feeling that as much as they want to contribute, they want to learn from each other as well. This helps minimize communication gap. The learning process is about making mistakes and learning from them. This practice helps act as a stop-gap measure to a characteristic identified from qualitative responses that the while the older generation is shy the younger generation is not. So, maybe this quality could be added to the positives of the young generation as they are not afraid of speaking out. And this helps bridge communication gap.

While learning from the young generation, the respondents across all categories practice the soft but an important psychological aspect of motivating the young generation by recognizing their contributions, thereby boosting their confidence and instilling gratitude towards the organization and the elderly.

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms that the high scoring elderly in the commitment see this opportunity to realize their personal criteria of good life.

Various issues were highlighted by the low scoring respondents vis-à-vis maintaining positive relations with the young generation. The respondents (doctors, financial services, startups, armed forces, HR consultancies, NGOs, public sector and industry) found the younger generation low on morals, lacks compassion, patience and sincerity, wants instant gratification, money oriented, is at times prejudiced and stereotyped towards the elderly and doesn't recognize efforts and strengths of the elderly. The young generation has the tendency to think they know everything and treat the other person with disrespect. This leads to issues such as intergenerational conflict and generativity mismatch. Some more issues were highlighted by respondents (Startups and NGOs). The respondents are intrigued by lack of interpersonal relationships in the young generation. They mostly practice online (computer based) communication and that creates disbalance in understanding. More, the young generation poses their sincerity but in reality, their focus is only on things beneficial to them. They want to hear what is good for them or what they would like to hear. The respondents also talked about two types of gaps with the younger generation, the technical and the non-technical, and the deteriorating student and employee quality as important causes for issues. The technical gap is lack of knowledge of the person and non-technical is personnel related. Though the respondents found the degree of comprehensibility of the younger generation fairly reasonable but found they lacked confidence. The respondents from startups, however, highlighted their own drawbacks as the reason for lack of learning from the younger generation. Since the startup organizations were young and small, the organizational environment was limited to being more professional than personalized as preference is given to financial stability.

On probing, it further elicited from the responses, the long working hours and lack of sensitivity of the firm partners on employee benefits is causing a toll on mental and physical health of the young generation. The young generation doesn't want to work the weekends citing health issues and disbalanced Work-life balance. More contradictory statements came from the younger generation. Working in CA firms means work pressure and no motivation. This finding links to earlier statement in the analysis that traditional CA firms practice one-way communication and work traditionally by not focusing on motivational factors of the employees. Since the elderly have been submersed in the traditional work culture for long years, they find the work culture satisfactory without realizing what the young generation wants, what are their motivational factors and they pass on the old work style to the employees.

The result shows that the low scoring elderly are not performing well in terms of active involvement in reemployment/second innings, they are losing interest in such an engagement and this leads to low commitment and it is not favoring their emotional condition.

The result shows that the low scoring elderly can't avail cultural and social opportunities to realize their personal criteria of good life.

Purpose in Life

The high scoring respondents have goals in life and sense of directedness. They have positive attitude, are motivated and support the philosophy of enjoying life, having good relations with others, being truthful and taking evidence-based decisions. The other purpose of life is the inner desire i.e., to serve the society and guide the young generation and do Meaningful work in addition to their own wellbeing, imparting the young generation knowledge and experience, inculcating ethics and spiritual aspect in them, keeping self usefully busy and improving professional work environment for co-workers. This helps promote team work, employee development, diversification in life and keeping themselves meaningfully engaged. Since the respondents are well settled in life, financial gains are not a priority. Though the respondents from the armed forces have similar goals and objectives in life as respondents from other groups, but unlike other respondents the journey was partially fulfilling for them. As the research study reported Individual development (including aging) is a process involving three components: selection, optimization, and compensation and how these components of adaption are realized depends on the specific personal and societal circumstances individuals face and produce as they age (Baltes & Baltes, 1990).

The respondents have aims and objectives for living. They are self-motivated and would like to continue working as long as they are cognitively and physically fit. Further, they look at overall employee development and the overall picture of productivity and productive ageing as it could bring about a paradigm change in working style and overall improvements. They try exploring the unknown potential and energy within themselves and in their colleagues to achieve their aims and objectives. They want to develop the younger generation, increase social circle usefully and spend quality time maintaining health, wellbeing and work-life balance. The respondents from startups have aims and objectives for living that are different from respondents in other categories. They focus on business diversification with the aim of financial and emotional stability, and having a satisfying professional life.

The respondents have a meaning to present and past life. The respondents are respected in the current organizations, are looked up as leaders and decision makers and are approached by co-workers for advice, support and guidance. This gives the respondents much needed confidence, encouragement, personal and emotional development. Several respondents find meaning to present life as they shifted focus to spirituality and serving the society. Doing spiritual work makes them highly contented and it has strong reflections on their professional engagement, team work and overall socio-cultural development for co-workers. This helps them maintain Health and Wellbeing. Another interesting interweave elicited from the interviews of respondents from HR consultancies. The two types of respondents, those that are doing second

innings with or without societal/social work are connected to each other through the common cause of Inner desire or Aspirational Dignity and they contribute to each other's work through knowledge exchange or by making financial contributions. The respondents from the NGOs however have somewhat different focus as compared to other group of respondents. Their main motive is to serve the society, however aspects such as employee welfare or development and self-development have no mention in the responses. Similarly, the respondents have positivity about their past professional life and how it helped them shape up professionally and personally.

The respondents held beliefs that give life purpose that the elderly with knowledge and work experience must continue working as long as their organizations allow them and the organizations should provide opportunity structures for this to happen. Such commitment of any senior would not only contribute to the organization and the country but also motivate the juniors. At the same time the respondents understand youth unemployment issues and aim at creating opportunities for both generations through division of labour and responsibilities. Some respondents explored and got associated with Self-Actualization i.e., work selflessly in the organization or serve the society or even work with minimum remuneration and such people must be encouraged to work even after they retire as their contribution to organizations can be highly productive. In general, the elderly persons were found to be concerned about welfare of the employees with the purpose to improve working conditions and their mindset.

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms that the high scoring elderly in the commitment see this opportunity to realize their personal criteria of good life.

The low scoring respondents across different categories are not satisfied in the current positions for several reasons. For some the move to join the current organization was situational and the respondents had to work as per needs of the private organizational requirements not much to their liking. Similarly, some have financial obligations that keep them preoccupied other than the work. For this reason, some are engaged in various part-time assignments. They find this strenuous due to work pressure and meeting various organizations' expectations. The work pressure leads to over engagement in professional life and disrupts the work-life balance, health and wellbeing. The same reason causes them lack of directedness and leaves them struggling with time management and the learning curve. No doubt the respondents are laborious and productivity oriented but the lack of opportunity structures and the concomitant factors prevent them from realizing their personal criteria of good life and cause dissatisfaction and adaptive preference. This can be linked to the concept - It is also to be examined to what extent older people in the commitment described here see an opportunity to realize their personal criteria of a good life (Kruse, 2005), that is the concept of "aspirational dignity" is used, as is the case in international literature (Nordenfeldt, 2004, Schroeder, 2012, Schmitt, 2012).

The respondents in armed forces, in addition to the limitations as explained above had a psychological reason that caused them stress. It was the repetitive societal pressure coming from the known persons on them to take up job post retirement. The respondents found it a

strange societal behavior and it was detrimental to their wellbeing. This aspect was unique to the retired armed forces personnel and could not be found in other group of respondents. As a result, the respondents from the armed forces couldn't pursue their self-identified purpose and landed taking up stereotyped administrative and security jobs which were not to their liking. Thus, if the current state and the desired goals are apart from each other, it affects well-being. The same applies in the case where the distance between our current state and desired states are too short.

Another new finding came out from a respondent in financial services. It explained people who are still in their fifties and sixties find it difficult to strike a balance between their career and voluntarism. They don't whole-heartedly volunteer as their focus is on their career and making money. The real reason behind their inclination for social work is getting advantage under Corporate Social Responsibility (CSR) initiative of the corporate.

The result shows that the low scoring elderly are not performing well in terms of active involvement in reemployment/second innings and this leads to low commitment and decreased emotional condition.

The result shows that the low scoring elderly can't avail opportunities to realize their personal criteria of good life.

Self-Acceptance

It is commonly found that the wellbeing of older adults worldwide is very high, in spite of declining health and other losses (Myers & Diener, 1995). It could be that wellbeing is maintained because older people accept age-related changes as normative concomitants of the ageing process. Self-acceptance is thought to be crucial for the attainment of integrity, the goal of the last stage of life in Erikson's theory of psychosocial development (1959/1980). Erikson postulated that lack of self-acceptance would lead to despair and reduced wellbeing.

The respondents across all categories have exceptionally high scores on this parameter indicating high self-acceptance. The high scoring respondents have a positive attitude towards life, feel pleased with their life story, how it has turned out to be professionally and personally, and are confident, positive and feel good about themselves. The respondents engaged professionally were happy how their life had turned out to be professionally. They are contented with their roles, performances, their deeds and they are not looking for career growth at this stage of life. However, they keep themselves upto date through information exchange, best practice sharing and opting for appropriate professional networks. They take the responsibility on themselves to take professional and personal decisions and believe their role is to bring about organizational efficiency and savings. The respondents (startups) expanded their horizon in terms of roles and responsibilities and overall skills. They are satisfied about the progress made and are positive about the future of their companies. They are active, possess positive attitude and for them their work is meaningful and the workplace meaningful. Further, the respondents maintain a healthy work-life balance. This leads to their health, emotional and cognitive wellbeing. Further, they have strong familial ties and they are living with their families.

Living with children and grandchildren de-stresses them cognitively which in turn has positive effect on thinking process and physical wellbeing. The social connections and supportive family further help in high self-esteem of the elderly and help them defy age Stereotype. More, the respondents understand life is all about unavoidable changes that come with time and age. The respondents (armed forces) despite doing Adaptive preference in new jobs were able to bring some befitting solutions to the problems faced such as improving work conditions and relations with coworkers. They tried analyzing situations, developed positive attitude and took up the challenge. This brought them inner satisfaction.

The result confirms that the high scoring elderly are actively involved in the reemployment/second innings, they have an interest in such an engagement and this commitment, above all, elevates their emotional condition.

The respondents acknowledge and accept multiple aspects of self, including good and bad qualities. For them learning is an open process and don't hesitate to learn from anyone, including the younger generation. The respondents share good relations with co-workers, pass their knowledge and learnings to them and empower them with responsibilities. The high scoring respondents possess professional strengths such as strategic planning, perseverance, prioritizing and risk handling, using past experience, awareness and knowledge, motivating co-workers, flexibility, team management and maintaining perseverance through difficult situations. and they know how to put their strengths to best use for benefit of the organization. The professional strengths described here can also be interpreted as the basis for creativity in old age (for example Kruse & Schmitt, 2011). The respondents, however, understand a person cannot be perfect professionally and personally and that one should work on the shortcomings. Some respondents have shortcomings such as they get submerged in Return on Investment (ROI) and bottomline, while some from the armed forces are over-disciplined, overly outspoken and tough with civilians. As a result, they forget other associated soft aspects such as work-life balance for themselves and for the co-workers. The respondents try working on their shortcomings doing situational analysis and identifying accountable factors for their weaknesses.

Most respondents took up jobs after retirement as they wanted to be busy and are self-motivated. The respondents feel positive about past and present life. They see a continuous progression in their work and self from previous years and look back at their past with pride and satisfaction. They had a fulfilled past professional and personal lives, were able to make financial gains and setup a lifestyle to their liking. The respondents from the armed forces look back at their past life with pride as in addition to their past professional experiences they also contributed to the welfare of the country and the society. Likewise, they see their second inning as a reflection of the past inning. If their expectations developed in the first inning match with the experience at the new workplace, they feel contented. The respondents try to achieve success in life after retirement i.e., the second inning by maintaining discipline and principles they followed in the first job. Their past helps them anticipate and identify present and future problems and their possible solutions. But in the present job they face resistance from co-workers as they find them overly disciplined, strict, overtly outspoken and tough. However, other retired armed forces

personnel at lower or other levels in the organization find their attitude in line with their expectations. According to the Theory of Self-Perception (Bem, 1965), individuals' past choices reveal information to them about their own attitudes, which in turn affects their future choices. For the respondents in general, satisfaction of doing things has always been far more important than anything else when it comes to work. In addition to professional work, several respondents post retirement support societal improvement initiatives and take responsibility for the young and the old-old in their neighborhood. These features or aspects give them inner satisfaction and boosts their wellbeing.

The result confirms that the high scoring elderly in the commitment see this opportunity to realize their personal criteria of good life.

The low scoring respondents were unhappy with indiscipline, politics, self-centricity or lack of selflessness, work culture and used terminology at workplace. It revealed from several responses that the new workplaces lacked humanity on part of the management and many co-workers. More, in most companies the policies failed to fulfill expectations of the elderly employees such as autonomy, freedom to implement initiatives, thus failed to provide necessary opportunity structures. Though the lower cost of hiring elderly compared to younger employees helped the elderly get job, but with limited employment opportunities intergenerational conflict was inevitable. The respondents had financial motive but more, were working to keep themselves busy and contribute to the organization. However, they faced resistance from several sections and the systemic rigidity found its way into progress and their positivity. In several organizations the resistance was so severe that despite the orders coming from the administration it was not easy for the respondents to steer clear off inherent challenges. More, the respondents wanted to share experiences and guide the young generation at work and also spend time in social activities outside work but the existing emotional pressure and lack of physical, social and cultural opportunities prevented them from proceeding and utilizing their potential.

Most low scoring respondents were under occupational stress and cited similar reasons such as lack of meaningful work, lack of meaningful involvement and lack of meaningful workplace for dissatisfaction affecting their self-esteem, overall well-being and worklife balance. Self-esteem is associated with the beliefs and images we have about ourselves, and is a measurement of how much we love and accept ourselves or others (Navabi, 2008). Self-esteem is closely associated with a person's mental image about oneself as well as the coping style. The results of Nokani et al. (2006) indicated that a positive image about one's body creates a sense of worthiness in the person, and conversely, the mental image that is undergone a change leads to changes in the sense of worthiness (Nokani et al., 2006). Further, low self-esteem made some respondents sensitive to criticism, whether professional or personal. However, the saving grace was their strong will power and strong familial ties that helped them continue despite several odds at the workplace. This possibly shows how self-acceptance can be linked to self-esteem and healthy social interactions. As Tibbitts (1963) also suggested that society was responsible for much of the negative self-concepts among the elderly. He stated that the low self-

esteem found in a group was a product of the elderly's lack of a defined place in the social system.

The result shows that the low scoring elderly are not performing well in terms of active involvement in reemployment/second innings, they are losing interest in such an engagement and this leads to low commitment and hints it is not favoring their emotional condition.

The result shows that the low scoring elderly can't avail opportunity to realize their personal criteria of good life.

Ideal typical groups

Ideal typical group 1

The respondents of group1 had satisfying past professional lives marked by achievements, high positions, independence, networks and influence and this status continues in the second innings. They have similar internal characteristics. They are high on understanding levels, decision-making preferences, tolerance levels, focused on achievements, positive, enjoy strong equations with co-workers and they see their development in development of others, specifically the young generation. This responsibility, they extend not only professionally but also personally (by serving the society). For them this engagement is meaning, is a motivator, makes them feel satisfied and they see it as an opportunity to realize their personal criteria of good life.

These highly generative respondents have high inner desire and pass their knowledge and skills to the next generation in the form of forums, guidance, help and being humane, caring and taking responsibility for their future and development. Tangibles don't matter to them. Further, members of this group show more commonalities such as calm and composure, life satisfaction, spirituality, altruism and discipline. They look at life and their achievements with positivity and want to continue contributing professionally and to the society till they are mentally and physically fit. This group of respondents avail the opportunity structures (social, cultural and physical) to implement their cognitive, emotional and motivational potentials in intergenerational relationships.

The respondents' **external characteristics** are similar irrespective of geographic zones, gender, family composition, educational degree type and job sector wise.

The result confirms that group 1 elderly avail opportunity to use their expertise and personal strengths in intergenerational relations.

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms the elderly see this as an opportunity to realize their personal criteria of good life.

Ideal typical group 2

The respondents in group 2 are enthusiastic, ambitious, curious, want to explore new things at work, financially oriented, high on self-determination and resilience. They want to achieve more professionally as they look back at their past job lives with unfulfilled professional desires. Despite the organizational drawbacks such as curbed autonomy and mediocre intergenerational relationships, the respondents feel accountable for organizational productivity and make efforts to perform. They are excellence pursuers, forward going, perseverant, reliable, disciplined, professionally and accomplishment orientation. These respondents are moderately modest, fair-minded and honest.

This group of respondents is generative but the concern and action are more limited to technical generativity. The respondents want to pass professional knowledge and skills to the next generation through fairness, transparent communication, sincerity and professional unity. This indicates their behavioral skills are interpersonal and professionally driven that help achieve collective success in workplace settings. Further, they promote development of team members by managing, guiding, open communication, supporting, motivating, correcting and controlling. The outspoken, conscious and professionally oriented respondents also showcase soft traits of warmth, trust, helpfulness and compassion towards co-workers that are important for development and performance of their team members.

The respondents in general shared that they are doing justice to their roles and job performances. The main reasons for them taking up jobs post retirement were to keep busy and fit, monetary support, fight low feelings they encountered near and post retirement and for self-satisfaction.

The respondents' **external characteristics** showed specificities in terms of geographic zones, gender, family composition, educational degree type and job sector wise.

The result confirms that group 2 elderly avail opportunity to use their expertise and personal strengths in intergenerational relations.

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms the elderly see this as an opportunity to realize their personal criteria of good life.

Ideal typical group 3

The respondents of group 3 had satisfied past job life and did circumstantial job shifting before retirement (premature retirement) on account of insecurity. They play an intermediary role in the organization, including decision making, are influenced by situations, have familial liabilities, dependence and inclination, are stereotyped and have mixed relations with co-workers, hence exercise caution at all stages. This causes them to be low on openness to new experiences. On contrary their relationships with students are quite strong. They have moderate inclination towards professional growth and do not have a desire for monetary growth. They believe in keeping promises and carry a three-fold approach of developing potential of co-workers, students and self. They have keen interest in being busy, independent and work

identity is important to them. Their main professional challenge and stress comes in form of handling expectations of the top management and balancing co-workers. The respondents are fair, rational, egalitarian, honest, extrovert and logical thinkers. They are loyal and committed to work (sometime to the extent of workaholism) and have a deep desire to support their organizations to their best capacity, however, their participation in the organization didn't change or move things much. Overall, their work is moderately meaningful to them.

The respondents are overall not very generative at work but they are to an extent 'parental generative'. Their strained/formal relations and generation gap with co-workers provide them little opportunity to expand knowledge and skill transfer beyond a boundary. Thus, at workplace, this group of respondents avail partial opportunity structures to use their expertise and personal strengths in intergenerational relations.

The respondents' **external characteristics** are similar irrespective of geographic zones, family composition, socioeconomic status, educational degree type and job sector wise. Specificities are seen in terms of gender.

The result shows that the group 3 elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations.

The result shows that the elderly are not performing well in terms of active involvement in reemployment/second innings. Ironically, they have interest in such an engagement but it is not favoring their emotional condition.

The result shows that the elderly avail opportunity partially to realize their personal criteria of good life.

Ideal typical group 4

The respondents of group 4 had mediocre past and that status continues in present jobs. They don't have a desire to explore new things, don't have ambitions and expectations from life except maintaining their existing professional and personal levels (status quo). They are doers, passive decision makers and sensitive. Their long exposure to curbed autonomy, lack of opportunity structures and non-conducive organizational policies have conditioned their thinking, actions and evolved them as suppressed individuals, who are no longer keen to grow, are pessimistic, have compromised habits, low productivity, are nonassertive and find it difficult to manage relations and professional affairs. They are disappointed with their past lives, don't have a standing in the current organization, have negligible control over work conditions, are hesitant, emotionally unstable and complain of worklife imbalance. Their motivation levels are low and so is their happiness and satisfaction quotient visible in the form of moods and emotions, well-being, attitudes and productivity. Their Inner desire and idea of Meaningful work are not met. They yearn for governmental support in form of policies and social security/benefits. This shows they are dependent, shows their helplessness and explains their fragile emotional, motivational and cognitive situation and the resultant affected generativity and wellbeing.

The circumstances and unfriendly age climate prevent the respondents in this group from being generative. Barriers in form of past and present experiences, their different mental make-up,

curbed administrative freedom and operational opportunities prevent their progress vis a vis generativity.

The respondents' **external characteristics** are similar irrespective of gender, educational degree type and job sector wise. Specificities are seen in terms of geographic zones, socioeconomic status and family composition.

The result shows that the group 4 elderly don't avail opportunity fully to use their expertise and personal strengths in intergenerational relations.

The result shows that the elderly are not performing well in terms of active involvement in reemployment/second innings, they have low interest in such an engagement and it is not favoring their emotional condition.

The result shows that the elderly can't avail opportunity to realize their personal criteria of good life.

Ideal typical group 5

The group 5 respondents had partially satisfied professional and personal lives. In life post retirement they want to have self-dependence, autonomy and financial stability. In current setups they enjoy high autonomy, independence and influence over colleagues and partners. The respondents are risk takers, confident, open to expanding their skills through patient learning, self-actualization (potential exploitation) and taking responsibility of their businesses. They are mature, meticulous, optimistic, achievement focused, values driven, maintain congenial yet assertive relations with partners and employees of the companies. They are perseverant, resilient and despite odds showcase calm and positive attitude at all times. They are a combination of cultural and technical generativity, however derive inner satisfaction from being culturally generative outside work. Their social involvement provides them mental peace, contentment and gives them the energy to counter ongoing business pressures.

They want to leave a legacy for the generations to come in form of contributions such as innovations, good work and value system. They are polite, assertive, take care and responsibility for the young generation through guiding and advising them, making them confident and teaching them concepts and practicality. However, their work-life balance continues to be disbalanced due to business demands.

The respondents' **external characteristics** are similar irrespective of geographic zones, family composition, job sector wise. Specificities are seen in terms of gender, socioeconomic status and education degree type.

The result confirms that group 5 elderly avail opportunity to use their expertise and personal strengths in intergenerational relations.

The result confirms the elderly are actively involved in the reemployment, they have interest in such an engagement and this commitment is important for their emotional condition.

The result confirms the elderly see this as an opportunity to realize their personal criteria of good life.

7.4. Policy Implication and Intervention

Efforts to promote generativity and wellbeing of the elderly at workplace will help improve their work efficiency and organizational productivity, bring the young and old generations together for better work environment and positively affect health of the elderly, thereby reducing economic burden on the government machinery. With increasing elderly population and life expectancy the workplace culture will have to be redefined as by 2050 the country will have about 319 million aged above 60 years. The educated elderly with rich professional and personal competencies will have a major role to play in coming future keeping in mind migrating young population and dearth of required expertise in various subject fields. The government and the corporate will have to define strategies to identify and integrate talented elderly in workplace, provide them opportunity structures in order to maximize their potentials, create meaningful workplace and organizational climate that is age-friendly, policies and support system for the elderly and for co-existence of the young and the old generations in order to avoid conflict and competition. More, the government and the corporate would have to work in tandem to create Age-friendly environment.

Various suggestions emerged from responses and analysis of the research study. The reemployment of the retired elderly has to be handled at several levels. First, the fundamental parameters need to be in place. The elderly should have the psychological, physical and environmental traits. They should have the will, passion and accept the changes in life and take up their roles in the second innings with elan. Second, the government has to take cognizance and define policies to support elderly at workplace by opening venues and putting systems in place. Third, the corporate should have policies that are retired friendly and those that maintain their motivation.

The role of government as a support platform

The government as a stakeholder should set up physical and e-employment exchanges dedicated to employment of the retired elderly. The employment seekers could fill online forms and the employer could screen from the pool of profiles and invite them for interviews. The employment could come as job extension, joining new workplace as advisors or employees, as experts for National and State level policies and on Honorary basis. Care should be taken to create complimentary job designs for the young and the old generations so as maximize efficiency, lend opportunity to both generations so as to avoid intergenerational conflicts and growth route of the young generation. The government should also promote elderly sensitization at the workplace through its policy interventions.

There should be a programme, “National Policy for Skill Development” under which the government should think of setting up a network of training institutes or centers to upgrade skills of the elderly. These centers could be government owned, or a government-private partnership or a tie up with international training institutes. This will help develop skills through Best Practice Sharing and through various means. The training centers should train employees for a year or two before they retire. These centres should cover different areas of expertise such as technology, products, finance, entrepreneurship and various expertise areas.

The government could give skilling allowance for the elderly to the corporate. The corporate should be given some incentive to hire the seniors. Due to high medical and insurance costs the corporate may not be very open to hiring the elderly. The tax sop or tax break might become the game changer. The tax break could include some reskilling allowances from the government, so that there are certain offsets to the company. What the company invests in the elderly is returned in form of tax sops/breaks.

The government, Public Sector Undertakings (PSUs), Police and likewise organizations should have lateral openings for the retired personnel. Similarly, Developmental work departments could employ them as full-time in capacity of Project Managers or as advisors. Further, the government should appoint Independent Directors, who have the right experience, competencies and good communication skills. This will give justice to non-bureaucrats and to the position. Also, the government should create avenues for participation of the elderly in politics as it would have positive effect from several dimensions.

The regular employees in the armed forces should be put in frontline and the retired/rehired could take up administrative jobs such as handling NCC, Battalions, teaching jobs (Instructional staff) and Advisory roles. This will lead to win-win situation with the regular employees filling up the shortage of armed personnel and the retired handling the administrative jobs. This can lead to a peaceful co-existence of generations together without harping on issues of youth unemployment, organizational rivalry and competency-based job fits.

The role of corporate or private sector

The private organizations should focus on creating Age friendly corporate policies, open their boundaries and mindsets on hiring employees based on expertise and not age. The policy should open accepting elderly in job extensions, advisory roles, flexi- full and part-time roles, allow them to work as long as they are able to produce results and offer parity in remuneration and other benefits a regular employee would avail. Further, the organizations should offer socio-cultural and physical structures for wellbeing and development of the elderly. And in the new workplace the elderly should be given degree of freedom and sufficient time to settle and learn in the new work environment. Some corporates that require specific skills could explore increasing retirement age for that specialized field of work.

As a goodwill gesture the corporate should identify talented elderly personnel, send them for one-to-two-year trainings such as MBA from primary institutes. This would help the elderly either get jobs through campus placements or they may be given job extension in existing workplace with the responsibility to develop leaders from the pool of employees aged between 52 to 55 years.

The corporate should create Alumni forums of the retired personnel with funding from venture capitalists or through Corporate Social Responsibility (CSR) initiative. This would help track the retired workers and associate with them. It would provide the elderly an opportunity to be usefully employed, enhance their skills and reuse their services. The organizations would benefit from the goodwill of old employees and their skills.

Role of individuals

The elderly should carry the feeling of self-actualization in them in order to develop their potential and be ready to take up work post retirement. Those in active service should perform and maintain the mindset that basis their past performance they could apply for extension or continue to work post retirement in some other organization or in form of being self-employed. At the sametime the elderly should be psychologically open to new ideas, new learnings, contributing and adjustments at new workplace.

Social service

The potential of elderly should be utilized by the society through voluntary service or unpaid work. Those after retirement who do not wish to be involved in paid work could take up social responsibilities. They could get associated with Non-Governmental Organizations (NGOs), take up projects under Corporate Social Responsibility (CSR), form Self-Help Groups (SHG), participate in conflict management initiatives and guide the young generation. One form of guiding the young generation could be by combining old age home and orphanages where the elderly could provide them advice and the elderly women could sensitize and counsel young girls on handling various forms of harassment. Another form of participation could be by donating funds for the social cause.

7.5. To sum up, the way-forward could be/it is recommended that it is a joint responsibility of the government, private sector and the individuals to make structured plans and open up for meaningful engagement in work-life post retirement. Physical, social and cultural opportunities be provided for the elderly to make appropriate choices and realize their potentials at the workplace. Most important, ageing as a formal subject should be established in India and international level research on ageing needs to be promoted so as to bring about objective and implementable policies for betterment of the elderly, disseminate research findings and provide a platform for discussion and exchange. Further, it is recommended to setup an institute of research and training on gerontology in India. These initiatives would help give the elderly what they deserve respectfully and ensure their aspirational dignity.

However, there are several limitations in this study such as the small sample size that does not represent the exact elderly populace in India. In the study we looked at only highly educated, well placed elderly in some occupations, whereas the variety of occupations are much more. The proportion of highly educated individuals in India is 4.5% (Source: Census of India, 2011) thereby leaving a large proportion of population to be studied. Further, our study excludes analysis on aspects such as demographics and working patterns, thereby leaving a lacuna that needs to be explored and worked upon. Last but not the least, study of ageing is in nascent stages in India and requires international co-operations for better theoretical and practical understanding of Gerontology.

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