

# Reactions and Personal Coping Strategies of Enterprise Employees and Public Institution Staff under the Delayed Retirement Policy

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**Abstract:** This paper focuses on the reactions of enterprise employees and personnel in government agencies and public institutions to the policy of delayed retirement, as well as their personal adaptation strategies. It begins with an elaboration of the background and specific content of the policy. Subsequently, it analyzes the reasons why some enterprise employees are dissatisfied while others support it, and why some personnel in government agencies and public institutions have doubts while others hold a positive attitude. Finally, it proposes coping strategies from the individual level. Enterprise employees can enhance their skills and knowledge, pay attention to health management, and plan their careers reasonably. Personnel in government agencies and public institutions should strengthen learning and self-improvement, balance work and life, and expand their interests and social circles. The aim is to provide a reference for these two types of personnel to adapt to the policy of delayed retirement and help them better cope with the policy changes.

**Keywords:** Delayed Retirement; Social Policy; Adaptation Strategy

## 1. Overview of the Delayed Retirement Policy

Delayed retirement, that is, delaying the retirement age, refers to a policy system in which the state gradually raises the retirement age considering changes in the population structure and employment situations. Its purpose is to address the issue of population aging. Implementing the reform of delayed retirement is of great significance for economic and social development as well as for workers<sup>[1]</sup>. In September 2024, after the

decision on implementing the progressive delay of the legal retirement age was voted and passed at the meeting of the Standing Committee of the National People's Congress, the topic of delayed retirement remained highly discussed for a long time. According to the decision, starting from January 1, 2025, China will take 15 years to gradually delay the legal retirement age for male employees from the original 60 years old to 63 years old, and for female employees from the original 50 years old and 55 years old to 55 years old and 58 years old respectively. This is the first adjustment of the legal retirement age for employees in more than 70 years, which naturally has triggered extensive discussions<sup>[2]</sup>.

## 2. Reactions of Enterprise Employees

### 2.1 Dissatisfaction among Some Employees

#### 2.1.1 Manual Workers

In the modern enterprise structure, the group of manual workers occupies a non-negligible position. They provide the most fundamental and solid support for the operation of enterprises with their sweat and hard work. However, for enterprise employees engaged in manual labor, as they age, their physical functions gradually decline, and the burden of work intensity and pressure on their bodies becomes increasingly heavy. For example, long-term logistics porters have to carry heavy goods day after day, subjecting their muscles and bones to huge pressure and suffering from occupational diseases such as lumbar disc herniation and joint wear. Their physical endurance and flexibility gradually decline with age. Their physical strength is no longer as abundant as when they were young, and the sense of fatigue at work becomes more intense.

When the policy of delayed retirement is presented to them, it is undoubtedly a heavy

blow. It means that they have to continue to endure high - intensity physical labor when their bodies have already issued warnings and the conditions are becoming less and less favorable. If this continues for a long time, it will not only further aggravate physical damage and trigger more serious health problems, but may even lead to a loss of self-care ability in their later lives, and the quality of their old - age life will decline sharply. These negative impacts make some manual workers dissatisfied with the delayed retirement policy. In particular, those with poor physical health are more inclined to retire early to prevent overwork and threats to their health from work<sup>[3]</sup>.

#### 2.1.2 Employees Facing Workplace Competition Pressure

With the rapid development of the times, in order to maintain vitality and innovation in the fierce market competition, enterprises continuously increase the introduction of young labor force. These young generations often bring the latest academic achievements and cutting - edge technical knowledge. They can quickly adapt to the ever - changing work requirements and technical environments. At the same time, the entire social technical and knowledge system is also on the track of rapid renewal. New concepts, methods, and tools are iterating in various fields at an astonishing speed. Almost every once in a while, a new technical paradigm will subvert the traditional work model.

In such a situation, some older employees are filled with anxiety and unease. They are well aware that delayed retirement means they need to continue to struggle in the already highly competitive workplace for a longer time. As they age, they gradually find it difficult to keep up with learning new knowledge and skills. Compared with young colleagues, they accept new ideas relatively slowly, and their memory and reaction abilities have also declined. This makes them feel at a loss when facing the endless stream of new technologies and knowledge. This gap in technical ability and learning ability has gradually marginalized them in terms of project distribution, team collaboration, and promotion opportunities.

#### 2.1.3 Employees with Low Salaries

In the structures of many enterprises, there is a specific group of employees. They are at the basic level of enterprise production and

operation, undertaking a large number of basic, repetitive, and high - intensity work tasks. However, the wage rewards they receive are seriously unbalanced with their labor contributions, and can only barely meet the basic expenses required for living. Take some traditional manufacturing enterprises as an example. Front - line production workers often work longer than the legal standard hours every day. They are engaged in mechanical assembly, processing, and other work in high - temperature, high - noise, and high - pollution environments. But after deducting necessary living expenses from their monthly income, there is very little left, making it difficult for them to achieve basic life goals.

For a long time, these employees have regarded retirement as an important turning point to improve their living conditions in their difficult working situations. They look forward to relying on stable pension income after retirement to gradually improve their quality of life and realize some life wishes that were shelved due to economic constraints. However, the implementation of the delayed retirement policy has blocked their established path to a better life. This policy change forces them to continue to stick to low - paying and harsh - environment jobs for a longer time. Their expectations for economic gain and improvement in the quality of life are postponed. More care should be given to such people, and attention should be paid to their material and spiritual lives to enhance the "warmth" of the policy<sup>[4]</sup>.

## 2.2 Understanding and Support from Some Employees

### 2.2.1 Professional and Technical Personnel

For senior engineers, technical experts, and other professional and technical personnel in enterprises, the adjustment of the delayed retirement policy means that they can continue to deepen their work in their areas of expertise and give full play to their professional expertise. For example, Xu Wenquan and Yue Haoyong pointed out in their research that the delayed retirement system plays an important role in optimizing the human resources structure and can better give play to the advantages of human resources<sup>[5]</sup>. On the one hand, they can continue to devote themselves to the enterprise's core technical projects. With their profound technical skills, they can

overcome more technical difficulties, achieve more innovative results, and obtain higher professional reputation and a sense of achievement. On the other hand, as the length of service and technical contributions increase, enterprises usually increase their corresponding salary and benefits to commend and retain these key technical talents, which enables them to achieve significant growth in economic income and provide a more solid material guarantee for their old - age lives.

In addition, delayed retirement also provides them with a good opportunity to inherit technical experience. They can pass on the professional knowledge and practical experience accumulated over the years to the younger generation helping young employees grow rapidly ,ensuring the continuous inheritance and development of the enterprise's technical innovation ability and core competitiveness. This contribution to enterprise talent training not only reflects their social value but also further enhances their sense of professional identity and mission.

#### 2.2.2 Employees Who Value Pension Benefits

In modern society, with the increasing attention to the issue of elderly care, old - age security has become an important factor that employees cannot ignore in their career planning. After some employees deeply understand the delayed retirement policy, they keenly perceive the potential economic benefits brought by the pension calculation method after delayed retirement. According to the principle of pension calculation, the calculation of pensions is usually closely related to factors such as the employee's payment years, payment base, and the social average wage at the time of retirement. Delayed retirement means that the employee's payment years are extended, and the payment base may also increase with the growth of wages. The combined effect of these factors will significantly increase the amount of pensions they receive after retirement. For employees with a long - term planning awareness and a focus on long - term old - age security, this is undoubtedly a very attractive economic incentive factor. For example, although people may travel less after retirement, the risks of major accidents and serious diseases also need to be considered. Making advance savings plans can cope with these uncertain factors<sup>[6]</sup>.

### 3. Reactions of Personnel in Government Agencies and Public Institutions

#### 3.1 Doubts among Some Personnel

##### 3.1.1 Personnel Facing Work Transformation Pressure

For older personnel in government agencies and public institutions, they have become accustomed to traditional work methods and processes and formed relatively fixed work thinking and behavior patterns. When facing the challenges of digital office and new government service models, they often encounter many difficulties in learning and adapting to new skills and models. For example, in the operation of e - government systems, they may need to spend more time and energy than young colleagues to familiarize themselves with various functional modules and operation processes. In data analysis and processing, facing complex digital tools and software, they may feel overwhelmed and are difficult to quickly and accurately conduct data mining and analysis like the younger generation, thus providing strong support for decision - making.

This difficulty in adapting to new skills and models has made them have doubts and concerns about delayed retirement. They are worried that after delaying retirement, they may not be able to keep up with the pace of work transformation in a timely manner, making it difficult to meet new work requirements, which may affect work efficiency and quality, having an adverse impact on the overall operation and development of the unit. In addition, they are also concerned that their work performance may be questioned by colleagues and superiors, thus having a negative impact on their professional reputation and sense of achievement. This psychological pressure and burden further exacerbate their resistance to the delayed retirement policy.

##### 3.1.2 Personnel with Family Care Needs

In government agencies and public institutions, a considerable number of personnel, especially women, may have family needs throughout their entire careers. They need to constantly maintain a balance between family and work during their working years<sup>[7]</sup>. After retirement, they often need to take on the heavy responsibility of taking care of the family,

including taking care of elderly parents and helping to look after grandchildren.

For these people, the implementation of the delayed retirement policy has undoubtedly disrupted their carefully planned family life rhythm and arrangements. On the one hand, from the perspective of taking care of the elderly, as their parents age, their parents' physical functions gradually decline, and their need for care from their children is increasing. They originally planned to fully devote themselves to taking care of their parents' daily lives after retirement. However, delayed retirement has forced this plan to be postponed, and they may not be able to provide sufficient support when their parents need it most. On the other hand, from the perspective of taking care of grandchildren, many young couples are often too busy with work and need the help of their elders to take care of young children. These female employees in government agencies and public institutions originally expected to take on the responsibility of taking care of their grandchildren after retirement, enabling their children to work more at ease and at the same time enjoy the happiness of family life. But delayed retirement makes it difficult for them to provide sufficient care during the critical period of their grandchildren's growth. This may not only affect the establishment of a close relationship with their grandchildren but also bring certain troubles and pressures to their children's lives, thereby affecting the harmony and stability of the entire family.

### **3.2 Positive Attitudes among Some Personnel**

#### **3.2.1 Personnel in Leadership Positions or with Senior Professional and Technical Positions**

Facing the policy change of delayed retirement, for those in leadership positions or with senior professional and technical positions, this is an opportunity to further expand their career paths. On the one hand, in leadership positions, they can use their rich experience and keen insights to continuously lead the team to face various complex and changeable challenges. They can be more deeply involved in the unit's talent echelon training, passing on the valuable experience and management wisdom over the years. On the other hand, in the professional and technical field, delayed retirement allows

them to have more time to immerse themselves in academic research and technological innovation, further enhancing their academic status and professional influence in the industry.

In addition, at the economic level, continuing to work means that on the basis of the original rich income, they can further increase their personal wealth accumulation, providing a more solid economic guarantee for a high-quality life after retirement. Moreover, during the period of delayed retirement, they can still enjoy the corresponding job benefits and maintain a high living standard and social status. In terms of social interaction, they can continue to be active in various industry conferences, academic exchange activities, constantly expanding their network resources and horizons, and further consolidating and enhancing their influence and right to speak in society, achieving the deep integration and continuous expansion of personal value and social value.

#### **3.2.2 Personnel with a Strong Sense of Responsibility and Mission towards Work**

For these people with a strong sense of responsibility and mission, the delayed retirement policy provides them with a broader platform, allowing them to unreservedly devote their enthusiasm to work and create more value for society. These people are generally willing to fulfill their duties conscientiously during the period of delayed retirement. For example, a person who has been engaged in community cultural work for a long time, after delaying retirement, can use his rich experience and in-depth understanding of community residents to organize more colorful cultural activities, enriching the spiritual and cultural lives of residents and promoting the harmonious development of the community.

This understanding and support for the delayed retirement policy do not stem from considerations of material interests but are deeply rooted in their inner professional beliefs and social responsibilities.

### **4. Adaptation Strategies for Enterprise Employees and Personnel in Government Agencies and Public Institutions**

#### **4.1 Adaptation Strategies for Enterprise Employees**

#### 4.1.1 Improve Skills and Knowledge

Employees should actively participate in training courses organized by the enterprise and use their spare time to learn new knowledge and skills, such as taking courses on online learning platforms and obtaining certificates related to their occupations, so as to enhance their competitiveness in the workplace and meet the needs of enterprise development and industrial upgrading.

#### 4.1.2 Pay Attention to Health Management

Develop a reasonable exercise plan, maintain good living habits, and conduct regular physical examinations to prevent and treat diseases in a timely manner, so as to be in good physical condition to cope with work after delayed retirement. Many people have suffered from occupational diseases due to work requirements. During their working years, they should set aside some time for the treatment and recovery of diseases<sup>[8]</sup>.

#### 4.1.3 Make a Good Career Plan

Re-examine and adjust their career plans according to their own situations and the development prospects of the enterprise. For example, older employees with rich experience can transform into management, training, and guidance positions. Employees with entrepreneurial intentions can accumulate resources and experience in their spare time to prepare for future entrepreneurship.

### 4.2 Adaptation Strategies for Personnel in Government Agencies and Public Institutions

#### 4.2.1 Strengthen Learning and Self-improvement

Actively participate in various training courses organized by the unit, learn new policies, regulations, business knowledge, and information technology, and improve their comprehensive quality and work ability.

#### 4.2.2 Adjust the Balance between Work and Life

Reasonably arrange working hours and spare time, improve work efficiency, and minimize the impact of work on family life. In their spare time, communicate more with family members, jointly discuss and solve family care and other issues, and seek the understanding and support of family members.

#### 4.2.3 Expand Hobbies and Social Circles

Cultivate hobbies such as calligraphy, painting, and photography in their spare time to enrich

their spiritual lives. At the same time, actively participate in social activities, expand their social circles, and make more friends to relieve work pressure.

### 5. Conclusion

As an important measure to address population aging, the delayed retirement policy has triggered extensive social attention and discussion during its implementation. Judging from the reactions of enterprise employees and personnel in government agencies and public institutions, different groups show diverse attitudes towards this policy based on factors such as their work nature, career development, and family situations. The concerns and dissatisfaction of some individuals reflect the issues that need to be taken seriously during the implementation of the policy, such as the health protection of manual workers. On the other hand, the understanding and support from some people demonstrate the positive significance of the policy in optimizing the allocation of human resources and enhancing personal economic security.

In the face of the opportunities and challenges brought by the delayed retirement policy, enterprise employees and personnel in government agencies and public institutions need to actively and proactively adjust their own states. At the same time, all sectors of society should pay more attention and offer more support to create favorable conditions for employees to adapt to the policy. In the future, as the delayed retirement policy is gradually implemented, it is necessary to continuously pay attention to the needs of different groups, improve relevant supporting measures, ensure the smooth implementation of the policy, and achieve a win-win situation for personal development and social progress.

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