

# Research on Countermeasures for Improving Work Performance of Enterprise Managers under the Background of Delayed Retirement

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**Abstract:** With the increasing trend of aging population, the delayed retirement policy has gradually become one of the important initiatives for governments around the world to address the challenges of aging. Managers play a crucial role in enterprise operations, and improving their work performance has become particularly important. By analyzing the influencing factors of enterprise managers' work performance under the background of the delayed retirement policy, this paper puts forward corresponding countermeasures and suggestions, aiming to provide reference for organizational managers to promote the improvement of managers' work performance.

**Keywords:** delayed retirement; managers; work performance; influencing factors

## 1. Introduction

With the acceleration of the global aging process, countries around the world are facing pressure to address various social and economic challenges brought about by aging. To effectively meet this challenge, more and more countries have begun to implement the delayed retirement policy. The implementation of the delayed retirement policy aims to extend the employment years of the labor force, reduce the burden of social pension insurance, increase labor force participation, and promote economic development[1]. However, the impact of the delayed retirement policy is not limited to the career planning and social welfare of individual employees, but also profoundly affects the human resource management and work performance of organizations. In this context, researching countermeasures to improve the work performance of enterprise managers is particularly important.

## 2. Overview of Managers' Work Performance

Work performance is one of the important indicators for evaluating employees' work performance in an organization, directly affecting the organization's operational efficiency, productivity, and overall performance. Managers refer to personnel who assume management functions in an organization. Good work performance of managers not only reflects the individual abilities and qualities of employees, but also reflects the organization's management level and cultural atmosphere. In modern enterprise management, the comprehensive evaluation of managers' work performance has become an important part of organizational management.

### 2.1 Task Completion Rate

Task completion rate is an important indicator for evaluating managers' work performance. Whether managers can complete their work tasks as required and in a timely manner directly reflects their sense of responsibility and execution ability for work. This includes not only the quantity of tasks, but also the quality and accuracy. A manager who completes work tasks efficiently and with high quality usually indicates that he or she has strong work ability and execution ability[2].

### 2.2 Work Quality

Work quality is another important aspect of evaluating managers' work performance. The quality level of tasks completed by managers and whether they meet the organization's requirements and standards directly affect the organization's product or service quality, and thus the organization's reputation and competitiveness. High-quality work performance usually means managers' attention and focus on work, as well as confidence and control over their own abilities.

### 2.3 Work Efficiency

Work efficiency is also an important indicator for evaluating managers' work performance. The time and resources consumed by managers in completing tasks, as well as the ratio of results achieved to efforts invested, directly reflect managers' work efficiency. Efficient work performance can usually improve work productivity, save time and resources for the organization, and enhance competitiveness.

## **2.4 Self-Management Ability**

Self-management ability is also an important aspect of evaluating managers' work performance. Whether managers can effectively manage their own time, tasks and resources, and handle various challenges and problems in work directly affects the smooth progress of work and personal growth. Managers with good self-management ability can usually better adapt to changes in the work environment and improve work efficiency and quality.

## **2.5 Teamwork Ability**

Teamwork ability is another important aspect of evaluating managers' work performance. In modern organizations, teamwork has become the norm of work. Managers' collaboration ability and enthusiasm in the team, as well as their contribution to common goals, directly affect the team's cohesion and execution, and thus the organization's overall performance.

## **2.6 Innovation and Improvement Ability**

Innovation and improvement ability is also an important indicator for evaluating managers' work performance. Whether managers can put forward new ideas, methods or solutions, as well as suggestions and practices for improving work processes, products or services, directly affects the organization's innovation ability and competitiveness. Managers with innovative spirit and improvement awareness can usually bring more development opportunities and growth space for the organization.

# **3. The Impact of Delayed Retirement Policy on Enterprise Managers' Work Performance**

With the increasingly prominent problem of aging population, countries around the world have implemented the delayed retirement policy, aiming to address the challenges of increased pension burden and changes in the social and economic structure[3]. However, behind the implementation of the delayed retirement policy, it is not only a reform at the social level, but also involves the career planning, health status, skill updating and other aspects of the majority of employees.

## **3.1 The Impact of Delayed Retirement Policy on Managers' Psychological State**

### **3.1.1 Adjusting Career Planning**

The implementation of the delayed retirement policy has disrupted employees' original retirement plans, requiring them to readjust their career planning. Many managers may have originally planned their lives and careers within a certain number of years, but with the delay in the retirement age, these plans need to be re-evaluated and adjusted. For managers who are close to the expected retirement age, this adjustment may bring psychological distress and anxiety. They may feel that the planning for the future has become uncertain and do not know how to readjust the direction and goals of their careers. This uncertainty will affect their psychological state, and thus the stability and improvement of work performance.

### **3.1.2 Increasing Psychological Pressure**

The delayed retirement policy makes managers need to invest more time and energy in the same career, thereby increasing psychological pressure. A long work cycle may cause managers to feel fatigued and frustrated, affecting their enthusiasm and motivation for work. They may feel that the work burden has increased and need more time and energy to cope with work pressure. Psychological discomfort and anxiety may further intensify, affecting managers' emotions and mental health, and thus directly affecting the stability and improvement of work performance.

### **3.1.3 Reducing Work Motivation**

Affected by the delayed retirement policy, some managers may lose their enthusiasm for work due to the uncertainty about the future working years. They may feel that their motivation and enthusiasm for work have decreased, and they lack passion and investment in work. This sense of loss and decreased motivation may lead to a decline in managers' work performance, reduced work efficiency and quality, and thus lower the overall level of work performance. In addition, managers may feel excessive work pressure and lose the balance between work and life, thereby further affecting the improvement of work performance[4].

## **3.2 The Impact of Delayed Retirement Policy on Managers' Health Status**

### **3.2.1 Potential Threats to Physical Health from Long-Term Work**

Delayed retirement means that managers need to work for a longer period of time, which may pose potential threats to physical health. Long-term work may lead to physical exhaustion. Managers may experience physical discomfort such as pain in the cervical spine and lumbar spine due to prolonged sitting and lack of exercise. In addition, long-term work may lead to excessive work pressure, putting managers in a state of long-term tension, which in turn affects the health of the

cardiovascular system and increases the risk of diseases such as hypertension and heart disease. These health problems may directly affect managers' work performance, reducing their work efficiency and quality.

### **3.2.2 Negative Impact of Ignoring Health Issues on Work Performance**

The impact of the delayed retirement policy may make some managers ignore the importance of health. Long-term work may make managers relax their attention to physical health, neglect healthy habits such as physical exercise and regular diet, and even ignore the early warning signals of physical discomfort. This situation may lead to the gradual deterioration of health problems, such as muscle fatigue, decreased eyesight, and insufficient sleep, which in turn directly affect the stability and improvement of work performance. Physical discomfort will affect managers' work state and psychological state, reducing their work concentration and efficiency, and thus affecting work performance.

### **3.2.3 Insufficient Health Management**

While implementing the delayed retirement policy, organizations need to pay more attention to managers' health management. The lack of a comprehensive health management plan may lead to frequent absences of managers due to health problems, affecting the continuity of work and overall performance. Organizations should establish a health management mechanism, including regular health checks, health education and training, mental health support and other measures, to timely identify and solve managers' health problems and ensure their physical and mental health. In addition, organizations should establish a health record management system to record health status and health management, provide personalized health management services for managers, and promote the comprehensive development of their physical and mental health.

## **4. Countermeasures and Suggestions for Improving Managers' Work Performance**

### **4.1 Creating Comfortable Working Conditions**

Reasonable planning of office space is an important part of providing comfortable working conditions. The layout of the office space should conform to ergonomic principles, fully consider the work habits and needs of managers, and avoid an overly crowded or cluttered working environment to provide a comfortable and spacious office space. Good ventilation and adequate lighting are also key factors. Good ventilation and sufficient natural light can improve indoor air quality, enhance managers' work comfort and mental state, and thus promote the improvement of work efficiency and performance[5].

Advocating a healthy work-life balance is also an important strategy to improve managers' work performance. Through organizing fitness activities, conducting health lectures, and providing healthy catering, organizations can urge managers to form healthy living habits, which helps maintain employees' physical and mental health and thus improve work performance. Fitness activities can help managers release work pressure, enhance physical fitness, and improve physical and mental health, thereby improving work efficiency and performance. Health lectures can provide managers with health knowledge and life skills, guide them to develop healthy living habits, and effectively prevent occupational diseases and physical and mental problems caused by work pressure. In a healthy work atmosphere, managers can better communicate and cooperate, share experiences and achievements, support each other and grow together.

### **4.2 Providing Continuous Vocational Training and Development Opportunities**

Organizations should establish diversified training methods, including internal training, external training and online learning. Internal training can be conducted by professionals or senior employees within the organization as lecturers, targeting the specific job positions or professional fields of managers to improve their professional skills and work ability. External training can invite external experts or institutions to conduct training, allowing managers to access the latest industry development trends and technical knowledge. In addition, organizations can provide various online courses and learning resources through online learning platforms, allowing managers to learn according to their own time and needs to improve their knowledge level and skills.

Organizations should establish an incentive mechanism to encourage managers to participate in learning and development. This includes setting up learning bonuses, promotion opportunities and other incentive measures to reward managers who actively participate in training and development. This incentive mechanism can motivate managers to take the initiative to learn and improve their professional abilities, enhance their enthusiasm and motivation for learning, and thus improve work performance.

### **4.3 Implementing Flexible Work Arrangements**

Establishing a flexible work system can meet the personalized work needs of managers, enabling them to better balance work and life. For example, managers with family responsibilities can complete part of their work at home according to their own schedules, which can better take care of their families, reduce conflicts between work and family, and improve

work concentration and efficiency. At the same time, for some managers who need to concentrate on completing tasks for a long time, the flexible work system can also give them more freedom to choose the most suitable time and environment to complete their work, improving work efficiency and quality.

In addition to the flexible work system, effective working time management is also the key to improving managers' work performance. Organizations should encourage managers to arrange their working time reasonably to avoid excessive overtime and excessive work pressure. Excessive work pressure will not only affect employees' physical and mental health, but also reduce their work efficiency and quality. Therefore, organizations can help managers better manage their working time and improve work performance by training employees' time management skills and establishing a working time supervision mechanism.

Organizations should also flexibly adjust work arrangements according to the personalized needs of managers. Different managers have different work preferences and life needs. Therefore, organizations should respect the personalized needs of managers, flexibly adjust work arrangements, and create a more suitable working environment and conditions for them, thereby improving job satisfaction and work performance.

#### **4.4 Strengthening Employee Care and Incentives**

To improve managers' work performance, organizations should provide a variety of welfare and incentive measures. By providing salary and benefits, health insurance, employee activities, holiday benefits and other ways, organizations can improve managers' job satisfaction and engagement. Pay attention to managers' work needs and feedback, understand their real needs and feelings through satisfaction surveys, suggestion boxes and other ways, actively respond to their feedback, enhance their trust and loyalty to the organization, and thus improve work performance. In addition, implement humanized management and care, respect the personality and needs of managers, care about their lives and work, and enhance their sense of belonging and identity to the organization through birthday greetings, family care, health checks and other ways, so as to improve work performance.

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