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Professor: Dr. Luk Chung Leung

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An analysis of Hong Kong's strategy in encouraging the youth for career development in the Guangdong–Hong Kong–Macau Greater Bay Area (GBA) of China with the 3H framework

Lee Wai Yip, Harry

University Student Number: 2031149

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Abstract

Purpose - This paper attempts to theorize about Hong Kong's strategy in encouraging the youth for economic development in the Guangdong-Hong Kong-Macau Greater Bay Area of China with a holistic framework – 3H (Heart-Head-Hand) framework (Yu, 2020). Using a descriptive approach, the paper introduces the announcement from China State Council of initiation of the Guangdong-Hong Kong-Macau Greater Bay Area (GBA) with more effective economic development in that zone. It also aligned with the Belt and Road initiative by the People's Republic of China that aims to link up Asia, Europe and Africa countries by inland and ocean connection to boost up geographic integration, improving international trade and regional economic growth. Hong Kong, as one of the most global and energetic cities in China, it has a lot of strategies and planning to encourage and support young people to work and develop their careers in other cities in the Greater Bay Area. The 3H framework has been used to analyze Hong Kong's strategy, and the framework's assumptions are initially tested.

Design/methodology/approach - Hong Kong's implementation strategies are formulated from government's press releases, the Greater Bay Area Youth Employment Scheme established, promotion activities from Chamber of Commerce and other political and business circles. A focus group discussion with fresh graduated students from one of Hong Kong's universities has been conducted to gather their viewpoints of career development in Greater Bay Area. Questionnaires are distributed to all full-time students in one of the Hong Kong's universities to collect the data related to the effectiveness of Hong Kong government's approach in promoting GBA. Interpretive analysis and pragmatism approach have been applied in studying the information collected.

Findings – As an exploratory study, the findings show that 3H framework identifies the effectiveness of a Hong Kong government's strategy and planning for encouraging the youth to work out of their home city and pursue their careers in the cities nearby within the economic zone, more specifically, in Greater Bag area. Strategies, which failed to align with the assumed principles of 3H domains tend to be ineffective to attract the younger generation to work in GBA.

Originality/value – The 3H framework conceptualized a holistic management approach and its assumptions have been initially tested with current Hong Kong government's strategies. The framework shows its predictability value for government's strategic direction effectiveness.

Keywords 3H framework, Holistic management, Greater Bay Area, Youth career development, Hong Kong government

Introduction

Globalization has changed the spatial order of countries, regions, and cities (Sassen, 2003), it leads to restructuring of cities and zone, and reshaping the global urban landscape. Large-scale urbanized areas are gradually playing the role of foundation of the global economy. According to the 13th Five-Year Plan in 2016 from the State Council, the People's Republic of China, it mentioned the vision and actions for promoting the joint construction of the silk road economic belt and the 21st Century Maritime silk Road with Greater Bay Area. The Guangdong-Hong Kong-Macao Greater Bay Area was officially written into a national document, and it has been elevated to a national strategic level.

The Bay Area is a new form of mega-urban area, the most important economic growth and technological growth poles which would stimulus innovations altogether globally. More than 60% of the global economy is concentrated in the leading megacity region of the bay area (Walker & Schafran, 2015), and the population migration from an inland area to the bay area has been increasing.

In 2019, the State Council, The People's Republic of China, officially announced the "Outline of the Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area". The strategic positioning of the planning of the Guangdong-Hong Kong-Macao Greater Bay Area is as follows:

- Vibrant world-class urban agglomeration
- An international scientific and technological innovation center with global influence
- An important support for the construction of the "Belt and Road"
- Demonstration zone for in-depth cooperation between the Mainland and Hong Kong and Macau
- A high-quality living circle suitable for living, working and traveling

Background

The development of the Guangdong-Hong Kong-Macao Greater Bay Area is a key national development strategy. It is to build a regional cooperation mechanism for world-class megacities innovation, cooperation platform construction, regional tourism cooperation and cross-border infrastructure development, such as transportation networks, ports, airports, information technology infrastructure and many more. Through further deepening co-operation among Guangdong, Hong Kong and Macao, the objectives of the development of the Greater Bay Area are to promote coordinated economic development in the Greater Bay Area, leverage the complementary advantages of the three places, and develop an international first-class bay area for living, working and travelling.

The Guangdong-Hong Kong-Macao Greater Bay Area is composed of the two special administrative regions of Hong Kong and Macau, and nine cities in Guangdong Province, including Guangzhou, Shenzhen, Zhuhai, Foshan, Huizhou, Dongguan, Zhongshan, Jiangmen, and Zhaoqing. The Guangdong-Hong Kong-Macao Greater Bay Area has a total area of 56,000 square kilometers, with a total population of more than 70 million and a total GDP of over \$1.3 trillion in 2016 as shown in the figure 1 below.



Figure 1: Cities in GBA with GDP for each

Source: The State Council of the People's Republic of China (2017)

The so-called bay area refers to the port group and city group composed of cities around the sea. Each city in the bay area performs different functions, thereby generating synergistic effects and promoting economic development in the area. The current world-class bay areas are the Tokyo Bay Area, the New York Bay Area and the San Francisco Bay Area.

In order to encourage and support young people to work and develop their careers in cities in the Greater Bay Area, the Chief Executive, Mrs. Carrie Lam announced in the "2020 Policy Address" the launch of the "Greater Bay Area Youth Employment Program" to encourage companies with business in Hong Kong and the Greater Bay Area. Recruit and send graduates from local universities/colleges to work in cities in the Greater Bay Area.

The Information Service Department of Hong Kong Government (2020) reported that with the Greater Bay Area Youth Employment Program, any company that has operations in Hong Kong and cities in the Greater Bay Area can apply to participate in providing job vacancies for young people in Hong Kong. It aims to encourage and support young people to work and develop their careers in cities in the Guangdong-Hong Kong-Macao Greater Bay Area to understand the latest developments in Hong Kong and cities in the Greater Bay Area.

Mrs. Carrie Lam pointed out in her policy address that given the size of Hong Kong's economy and market, the youth unemployment rate may remain in double digits for a period. On the other hand, the Greater Bay Area, with a population of 70 million, has huge development potential and can provide opportunities for young people in Hong Kong. The relevant plan has received strong support from the Guangdong and Shenzhen governments. The authorities hope that young people can look at the country, seize the opportunities in study, employment, and life in the Greater Bay Area, and open up a broader space to realize their dreams.

Companies participating in the program must hire qualified graduates in Hong Kong in accordance with Hong Kong laws and send them to work and receive on-the-job training in cities in the Greater Bay Area. The plan provides 2,000 places, about 700 are specially set up for innovation and technology positions. The government will provide companies with a monthly allowance of 10,000 yuan for each employed graduate for a maximum period of 18 months.

The requirements from fresh graduate students are set as simple as possible. Young people who intend to apply for positions under the program must be Hong Kong residents, legally

employable in Hong Kong, and hold a bachelor's degree or above awarded by institutions in Hong Kong or outside Hong Kong from 2019 to 2021. They will be awarded Monthly salary of not less than Hong Kong Dollar 18,000. If the position is related to innovation and technology, eligible graduates must also hold degrees in science, technology, engineering or mathematics, and the candidates must work in Hong Kong and cities in the Greater Bay Area for 6 to 12 months.

The Hong Kong General Chamber of Commerce announced its member companies will provide about 300 positions to support the "Greater Bay Area Youth Employment Program" including The Hongkong and Shanghai Banking Corporation (HSBC), CK Asset Holdings Limited and Hong Kong Swire Group Co., Ltd., which have confirmed their participation.

Area of Interest

Even though there are a lot of efforts from Hong Kong government, the youth are not eager to work in Greater Bay Area. According to the research "Hong Kong Youth Employment and Greater Bay Area Development Index 2020" from the Hong Kong Guangdong Youth Association, Proactive Think Tank Limited and Hong Kong University Hong Kong (GuangDong Youth Association, 2021), it is found that there are more youth having a better understanding of the Greater Bay Area infrastructure from 55.9% to 86.3% according to figure 2. It shows there is a positive result with government and related commercial chambers' promotion effort, which has significantly increased after the Greater Bay Area Youth Employment Program.

In figure 3, it shows the attractiveness level of industries in GBA from the Hong Kong young people. They are innovation industry, financial services, import and export, wholesaling and retailing, performing art and design, multi-media, logistics and so on. They are all within the scope from the "Outline of the Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area" under State Council, The People's Republic of China.

In figure 4 and figure 5, these relate to how is the recognition of competitive advantages in GBA and what are the key factors that would encourage them to work out from their home city, Hong Kong. Not surprising, the youth have a clear understanding of the advantages in the GBA cities, especially the lower living cost, more job opportunities, better increment on salary, lower

housing cost and so on. They are also the factors that would attract the young people from figure 4. Figure 5 tries to give more information that would affect their motivation to work in GBA cities. The salary rate comes first which aligns to the living cost relatively, and for the language barriers, political views, culture differences, they are all generic factors to work out from the home city.

However, despite the fact that there are positive signs according from figure 2 to figure 5, the key findings in figure 6 and figure 7 are surprisingly different. There was a great drop from 24.4% to 18.9 % for the positive recognition to the GBA plan between 2018 and 2020. And for the negative recognition to the GBA plan, there was a huge increase from 2.6% to 15.7%. Between 2018 and 2020, there were social activity and covid-19 issue in Hong Kong, but the change is too big against other findings in the same research. Then, in figure 7, the final willingness of Hong Kong youth to develop the careers in GBA shows a discouraging result in the view of Hong Kong government. In 2020, there were 22.3% of the young people are willing to work in GBA cities while in 2018, it was 35.6%. Similar to the unwillingness rate, there was an increase from 31% to 51% between 2018 and 2021 which is a 20% increase.

Given the negative sign from the youth of Hong Kong to work in GBA cities, it is inevitably an important case for Hong Kong's strategy analysis. It is not just talking about local economic development but also relating to mainland China's national strategies. Hong Kong government, which takes the key role in the execution of the youth's engagement in developing GBA, need to understand the problem behind. There is supporting finding to show that the ineffective in promoting GBA development, for example in figure 8, there are over 95% of young people do not hear before about the institutions established in nine cities in GBA. The paper attempts to theorise about Hong Kong's strategy and execution in encouraging the youth to develop the career in GBA with the 3H framework on an exploratory basis.

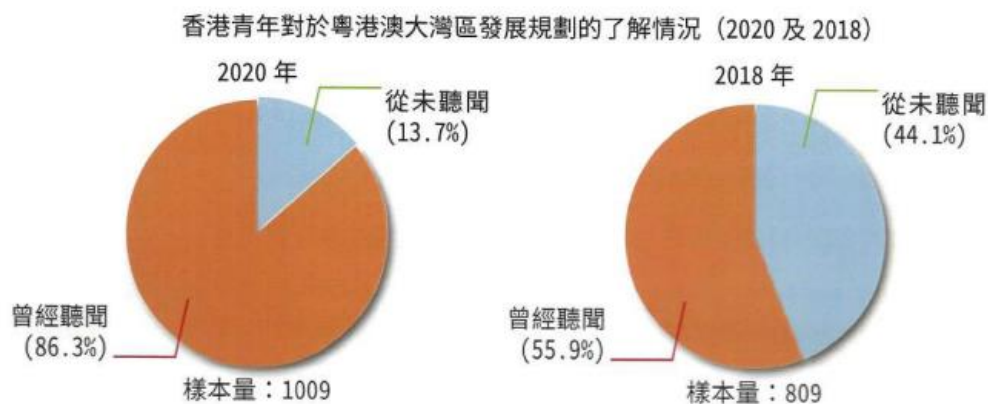


Figure 2: The understanding level to GBA from the Hong Kong young people

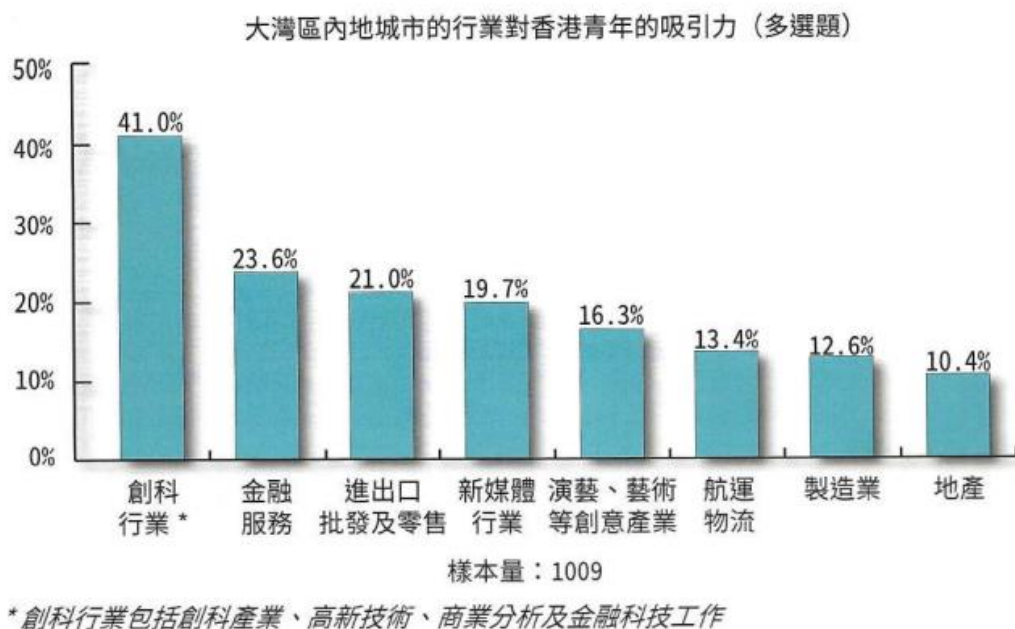


Figure 3: The attractiveness level of industries in GBA from the Hong Kong young people

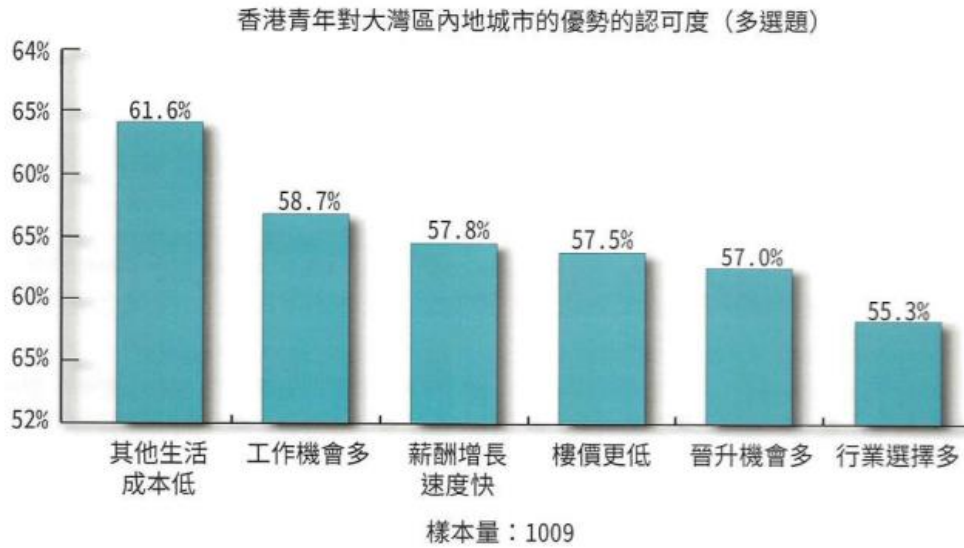


Figure 4: The recognition of competitive advantages in GBA from the Hong Kong young people



Figure 5: The key factors to develop the career out of their home city

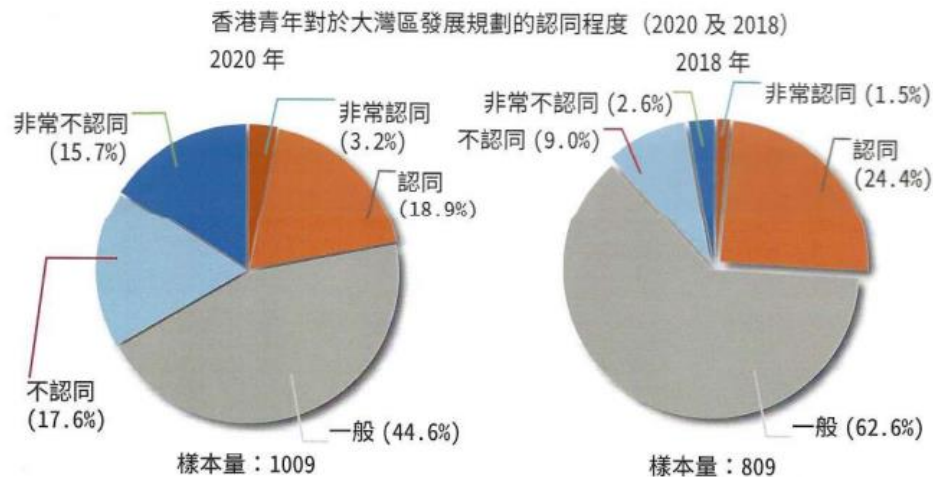


Figure 6: Hong Kong youth's degree of recognition to the GBA plan

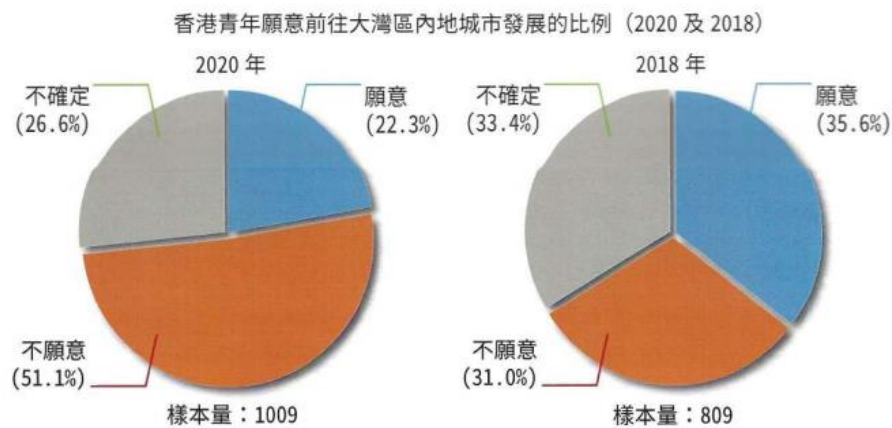


Figure 7: The willingness of Hong Kong youth to develop the careers in GBA

香港青年對大灣區內地九個城市設立的專屬機構認知度

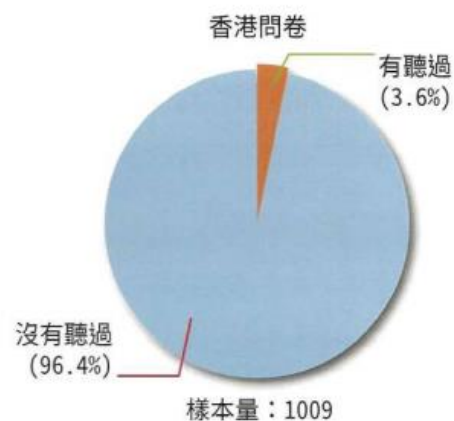


Figure 8: Hong Kong youth's awareness of the institutions established in nine cities in GBA

Source (Figure 2-8): The Hong Kong Guangdong Youth Association (2021)

Introducing the 3H framework

What is the 3H framework?

The question of what constitutes a good management, no matter in a company level, government level or an individual project, is always asked. Yu (2020, p.6) mentioned that “A good management is an art and science of getting things done effectively and efficiently through people and other required resources.” 3H framework (Yu, 2020, p.17) is a framework is a methodology for managing people and organizational issues in a holistic way to ensure individual performance and in turn the entire organizational performance can be efficiently and effectively managed.

The key areas of the framework are metaphorical expression of Heart, Head and Hand. It aims to develop an overall solution for the management of country, city or organization issues. Each H domain of the 3H framework has a series of theoretical foundations while these theoretical foundations come from the well-established literature in different fields shown below. The metaphorical expression of “Heart, Head and Hand” are necessary components and come together as an integrated strategy to set up a holistic approach to control the whole strategic process in order to achieve the desired goal. Yu (2020, p.18) pointed out that “. There are necessary and sufficient conditions to fulfil in order to meet the holistic management approach. Few organizations or nations can sustain long term competitiveness if they could only excel in partial conditions of the 3H framework. By referring to the 3H framework it can systematically guide us to develop and execute a holistic strategic plan.” According to Yu (2020, p.125), 3H framework should be used as a mental schema. If such mental schema is in leader’s minds, he or she should be able to formulate and execute the strategies and plans in an effective and efficient way.

3H framework related literature and concepts

According to Yu (2020, p.20), the well-established literature in different “H” are:

H1 Heart related literature:

Organizational behavior (OB) related (e.g., motivation, emotion, commitment, engagement, satisfaction, trust); leadership, management of change; values and organizational culture, cross cultural management; communication; managing groups and teams.

H2 Head related literature:

Organization architecture (organizational design, structure, alignment); strategic management related (e.g., macro-industry industry analysis, institution, resource-based view, value chain, levels of strategy); management planning and control (e.g., balanced scorecard, strategy map).

H3 Hand related literature:

Competence related; functional strategy and practices, e.g., HR related: recruiting process, performance and compensation systems, training and coaching skills.

These theoretical foundations come from the well-established literature in different fields shown.

The conceptual framework

The following algebraic expression helps to conceptualize the functional relationship of the H domains.

Hong Kong's GBA promotion performance to youth (PPY), the dependent variable, is a function of the complements among Heart (H1), Head (H2) and Hand (H3) independent variables of Hong Kong's youth promotion strategies.

$$PPY = f(H1cH2cH3)$$

PPY = Hong Kong's GBA promotion performance to youth

c = Complement to integrate and connect

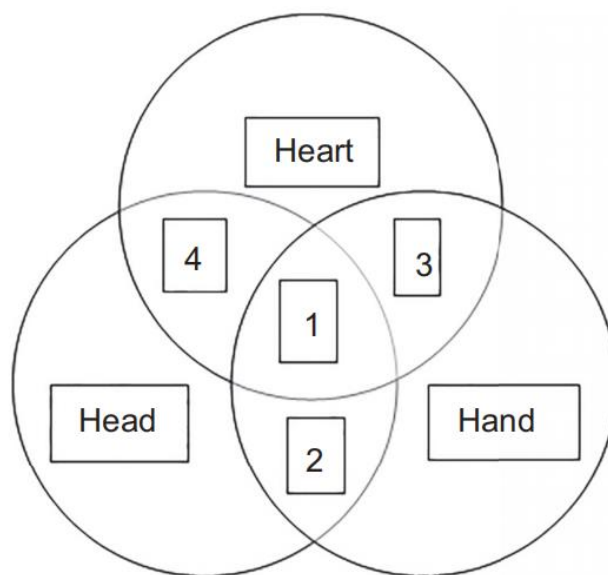
H1 = Heart domain (emotional appeal, leading, motivating and engaging people's abilities)

H2 = Head domain (logical and strategic appeal, planning, organizational, cognitive abilities)

H3 = Hand domain (competence appeal, operational/ functional abilities)

Each H's domain carries different weights. In this paper, H1 has heavier weight than H2 and H3, whereas H2 has a relatively heavier weight than H3. The reason is that, even though Hong Kong's youth promotion strategy, system and competence are more advanced, if the chief executive fails to unify and motivate youth to participate, Hong Kong would fall apart from the GBA integration.

The diagram below demonstrates the desired and sufficient conditions (independent, moderating variables) requiring to effective and efficient Hong Kong's GBA promotion performance to youth (dependent variable).



Source: (Yu, 2020, p. 23)

Four case scenarios

Case 4 - Effective leadership (H1) and sound strategy (H2) are in place but lacking competent GBA professionals (H3).

Case 3 - Effective leadership (H1) and GBA professionals (H3) in place but lacking sound strategy (H2).

Case 2 – Sound strategy (H2) and GBA professionals (H3) are in place but lacking effective leadership (H1).

Case 1 – Integration of domains of H1, H2 and H3 shall secure the necessary and sufficient

conditions for effective and efficient Hong Kong's GBA promotion performance to youth

The 3H framework posits that the effective and efficient Hong Kong's GBA promotion performance to youth hinges on the level of synthesis among H1, H2 and H3 domains of Hong Kong as Case 1 – Intersection of three circles in the centre. This is a holistic approach arguably the way to encourage the youth to develop their career in GBA.

Research Questions with reference to the 3H framework

Hence, with the 3H holistic approach, it would support the paper to answer the research questions:

- How is current government leadership, and other Heart domain factors which caused major negative motivational result for the youth to work in Greater Bay Area?
- What are the key strategies issues and other Head domain factors, which lead to the inefficient promotion from Hong Kong government to the youth?
- What the key competence and other Hand domain issues for Hong Kong youth?

In this paper, we will discuss and provide opinions and suggestions to contribute to the development of youth in the Guangdong-Hong Kong-Macao Greater Bay Area.

Research method

A descriptive case was created based on content analysis on over 50 reports, press releases from different respected sources, for examples, State council, China press, Hong Kong government press, Universities' research reference, focus group discussion transcripts with youth and broadcasting stations' video clippings.

Interpretive analysis with pragmatism approach has been conducted in analysis the data and information derived from the content analysis. The assumptions of the study are created with the well-established literature in different "H" as mentioned above and tested with supporting conversational and or textual statements.

After the qualitative analysis, we will have a questionnaire for the youth to study the correlation and management strategy impact for each "H" domain.

Underlying assumptions of the 3H framework for applying for this study

Literature based assumptions have been created, which is first referred to a H domain number and the number within that domain, for example, the first assumption of the Heart domain is referred as: H1-1, as shown in table below which the key factors are extracted to be significant implementation of Hong Kong's GBA promotion strategies (Yu, 2021):

Domain		Assumptions and literature based
Heart (H1) – coded as H1-1 and H1-2 and so on	1	Leadership seeks to foster an atmosphere conducive to implementing organizational goals and strategies (Kotter, 1996)
	2	As with other aspects of organizational culture, conflict cultures relate to leader behaviors and are linked to organizational level outcomes in predictable and meaningful ways. (Gelfand et al. 2012)
	3	Organisational culture and leadership styles are important organisational antecedents of job satisfaction and commitment. (Lok and Crawford, 2003)
Head (H2)	1	The new leader has a new strategic agenda, which starts with vision, mission, and distinctive profile, continues with strategy in the sense of a hinge between outside and inside, and ends with action and results. (Abell, 2006)
	2	Local governments should take a more holistic view while developing their strategies and key performance indicators. (Fazlagić and Elżbieta, 2020)
	3	Strategic thinking linked with individual entrepreneurial behavior (Jelenc and Pisapia, 2015)
Hand (H3)	1	Governance processes are sequences of operations, usually conducted at planned intervals, checking project status and taking on this basis the key decisions, in particular regarding their initiation, and checking during their implementation the

		reasonableness of continuing to implement the project. (Stanisław, 2016)
	2	Agility and speed to satisfy people's needs are useful criteria for evaluating the competence of the nation in managing the incumbent project (Yu, 2020; Yu et al., 2016).
	3	Leaders should know the level of competence that his followers possessed. (Kor and Leblebici, 2005; McGrath et al., 1995).

Focus group discussion

There were six Students have been invited from an university in Hong Kong to form a focus group discussion for topics related to GBA career development. They are random selection from BBA school of the university and the there are nine questions set within each of the H domain.

Points below is the summary of the discussion:

Comment from "Heart domain" questions

- All the reports and information we received are all positive words, which seems it may not be the case. Carrie Lam is not a trustworthy person, and she always lies. Young people also feel that they are having a huge distance with government officials. Chief Executive must respect and accept their opinions. It is not enough to just have a forum for them to speak and nothing really influence the society. Students have no confidence in the Hong Kong government too.
- The young people have the impression that government policies are changing frequently, so they are not very active in participating in the Greater Bay Area market.
- The development of the Greater Bay Area will bring more development opportunities to the youth of Hong Kong. They agree that many young residents and college students think that the development of the Greater Bay Area is imperative and will bring them more opportunities.

- They don't like the Greater Bay Area, and worry about the cultural differences between the two places. The entire political system is different. Although Hong Kong's political system is gradually changing, they are relatively confident in Hong Kong's political system. Also, they worried that they must be the minority in GBA in terms of Hong Kong people.

Comment from “Head domain” questions

- Respondents believe that companies in GBA are relatively superior in terms of development prospects, job stability, promotion and training opportunities relative to the market level, but are inferior in terms of creativity, pay attention on employee opinions and transparency of management systems when comparing with Hong Kong based companies.
- Some of them expressed that they are not interested in the development of the Greater Bay Area. College students think that the political atmosphere in recent years has not been very good. When citizens go to the mainland, they will be afraid of self-censorship. They think the Greater Bay Area is just a place for "elder care". If they can choose, they will go to Taiwan, Australia and other places to develop their careers. Also, they cannot imagine that how will their future career path be in next ten or twenty years.
- Among them, some students have general concerns about "lower wages in the Mainland", "restrictions on the Internet in the Mainland", and "higher income taxes in the Mainland"; respondents generally hold a neutral attitude towards whether they will move to cities in the Greater Bay Area in the future. Just they want to know if government would give them supports after the guarantee period of ensuring that they will be awarded Monthly salary of not less than Hong Kong Dollar 18,000.

Comment from “Hand domain” questions

- Seems there are many GBA related strategies implemented but they are just “tools”, and how to use them well and cooperate with each other is the key point. The Hong Kong government should promote Hong Kong enterprises to integrate into the mainland market. The lack of publicity by the Hong Kong government has prevented the industry from being aware of the relevant GBA policies.

- For the career development, they mainly consider salary and benefits, promotion opportunities and the nature of the job. The company background, either it is China based company or not, it is not an important consideration when they are applying for a job.
- In addition, when working in the Greater Bay Area, they must face the problem of cultural differences, which is not only reflected in daily communication with local customers and colleagues, but also affects the actual business methods and operation methods of enterprises. For example, many companies mentioned the difficulties of marketing in the Mainland. Hong Kong uses Facebook and Instagram, while the Mainland uses WeChat and Xiaohongshu. In addition, they believe that the transparency of the Greater Bay Area market is insufficient, which is believed to indirectly increase the uncertainty of Hong Kong youth on the mainland market environment.

Intended facts and data collection with applying 3H framework to analyze Hong Kong's strategy in encouraging youth to develop the career in GBA.

Testing the proposed necessary and sufficient factors

According to Yu (2020, p.32), from the leadership perspective of the H1 domain, it can be broadly divided into the Heart and Head-oriented perspectives. The Heart-oriented perspective puts youth's true development opportunities over all other considerations; whereas the Head-oriented approach is rational and puts economic and political interests first.

H1. Heart-oriented leadership that can engage and motivate followers is the first necessary factor.

From the focus group discussion, all the participants do not put a trust on Chief Executive Carrie Lam and she is a liar and they worried on the frequently changing government policies. Also, they showed their big concerns on the culture different between Hong Kong and the mainland. (H1-1)

According to Lam (2005), "The bureaucracy seems to face greater difficulties in horizontal coordination under the new governance, and has lost the ability to produce coherent policy actions". Also, there are a lot of criticism on Hong Kong government's performance in the public projects or implementation of new policy. (H1-2 and H1-3)

The Hong Kong Government bureaucracy's system is that after the projects or implementations are done, there are nobodies from government to pay attention to actual results. If there is someone asks about the performance, they will either pile up some numbers and claim it is success, or to divert attention by saying they have done their best. The goal is so ambiguous, to ensure that you can be "invincible". (Mingpao Editorial, 2021) (H1-2 and H1-3)

According to the Public Opinion Programme conducted by University of Hong Kong (2019), the latest issue of Chief Executive and Government Popularity, the Chief Executive Carrie Lam scored 32 points, an increase of 1.3 points from the previous survey, and the net support rating dropped by 3 percentage points to a negative 50 percentage points. (H1-3)

Heart-oriented leadership put focus on uniting people and engaging them altogether to get desired common goals and to promote mutual support between young people and the government. And 3H framework argues that H1, effective leadership is the most important and essential in management comparing with H2, strategies and H3, competence and execution. Poor leadership could bring destructive outcomes.

H2. Head domain driven effective strategy planning process is the second necessary factor.

From the focus group discussion, all students show that they do not understand in the organization architecture, management and working styles in GBA cities. There are some doubts when working there, especially if the minimum salary rate (HK\$18,000/month) will be enforced with tiering after they got more job experience. (H2-1)

Also, from the focus group discussion, most of the participants felt that the planning and control of Hong Kong government's GBA promotion on career development is lack of sustainability. They can't estimate the successful rate of working there and it is just like a gambling. The youth are eager to take risk but not just a 50-50 chance on their own career development. Government tends to give positive sign with numbers supported but how it will be in a long run. Self-confidence and opportunism are not found from Hong Kong government's long-term strategies on youth development in GBA cities. They prefer Hong Kong government to be an entrepreneur instead of a "follower". (H2-2 and H2-3)

From the findings, Hong Kong does not have a heart-oriented leader and the strategy used is not a robust one. Therefore, even it is fortunate to have an appropriate set of competence, the youth development program in GBA would not be effective and efficient. What would be worse is, they are all going to devastating side.

H3. Hand domain that developed the competence to efficiently execute strategic goals is the third necessary factor.

From the focus group discussion, students feedbacked that there are no governance processes on companies that provide job vacancies. There are some positions, for example, biotechnology related and aerospace science and technology related positions. And for those general positions, they believe that they would find a similar job in Hong Kong easily. Even the government claimed that there are a lot of opportunities, the youth just cannot see it at the moment of truth. Also, the students found that the companies are not very familiar with the mainland's law and regulations when they investigated the job description from those companies. The information is quite ambiguous even they have participated in GBA scheme (H3-1).

According to the document released from The Legislative Council of Hong Kong (June, 2021), there are only 377 companies that have provided 2,887 job vacancies, including 1,411 general positions and 1,476 innovation and technology positions. Obviously, there are not too many companies especially Hong Kong is also facing an issue of lack of innovation and technology talents and human resources. The recruiting process would not be described as a successful one (H3-2).

Labour and Welfare Bureau, Innovation and Technology Bureau as well as Labour Department are the main operators in the Greater Bay Area Youth Employment Program. Even though the recruiting process is doing inefficiently, the leader is keeping on promoting the program as usual and deliver a bright and positive signal to the public. Then she may not really realize the level of competence that her followers possessed (H3-3).

Hypotheses Development

The sufficient factor with 3H framework on Hong Kong's GBA promotion performance to youth

With the current analysis, Hong Kong government's leadership style is not a heart-oriented one and the strategy appears to have been loosely developed and the youth cannot fully understand the long-term benefit of developing their career in GBA cities. Promotion programs with less effective precisely united strategies are typically piecemeal basis and these would be the main concerns from the youth. Adding on, the execution of the program would not been proved to be an effective one with current numbers of companies participated. The youth will face real everyday issues when they are working there without a solid solution. All these outcomes showed the ineffective and inefficient of integration of 3H domains. Hong Kong government does not meet the sufficient condition of the holistic management in encouraging the youth for career development in the GBA.

Hypothesis 1: The effective government leadership (Heart domain: H1) shows a positive effect to encourage the youth to develop their careers.

Hypothesis 2: The effective strategy (Head domain: H2) shows a positive effect to encourage the youth to develop their careers.

Hypothesis 3: The presence of key competence of operational/ functional abilities (Hand domain: H3) shows a positive effect to encourage the youth to develop their careers.

Hypothesis 4: The integration of domains of H1, H2 and H3 (Effective holistic management) shows a positive effect to encourage the youth to develop their careers.

The H1, H2, H3 are the operational variables of holistic management, while if they are all presented significantly, it shows an integrated effect which led to effective holistic management.

Research design

Design and sampling

We choose one of the Hong Kong's universities and send the questionnaires to all full time year 1 to year 4 students with age ranging from 18-21 years old. The research time frame is set at 2 weeks duration. Most of them are local born Hong Kong people and allow us to rule out how Hong Kong government's leadership, strategies and key competences influence them in developing their career in GBA. The current number of full-time students in the university is at 5,000 as sample size and random sampling will be applied in different schools in the university which covering major streams of Business, Humanities and Social Science, Translation and Foreign Languages, Decision Sciences and Communication.

Data collection and selection of respondents

Online questionnaires will be distributed to all full-time students in the university. There are four questions set under each domain of H1, H2 and H3 with two additional screening questions:

- Are you a permanent resident in Hong Kong? (Yes or No)
- Are you for the government or against it? (Strongly For, For, Neutral, Against, Strongly Against)

We select the respondents who are permanent resident in Hong Kong and feel neutral to the government only to avoid the bias of different political views. There are totally thirteen questions and each domain contains four different questions to ask respondents to what extent do you agree or disagree with each of the question statements and a final question. (Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree)

H1 = Heart domain (emotional appeal, leading, motivating and engaging people's abilities)

Question 1: With the lead of current Chief Executive Carrie Lam, I have confident to participate in the GBA employment scheme.

Question 2: With the current Hong Kong government structure, you would see there are supports from different departments including but not limited to welfare, funding, innovation and accidental issues.

Question 3: Do you think Hong Kong government have an effective communication with Mainland for the clear understand in division of tasks related to GBA development?

Question 4: In overall, do you think Hong Kong government shows an effective leadership role in encouraging you to work in GBA.

H2 = Head domain (logical and strategic appeal, planning, organizational, cognitive abilities)

Question 5: Do you know what Hong Kong government that can support in your future career development after the Greater Bay Area Youth Employment Program .

Question 6: With the current minimum salary rate of HK\$18,000/month, do you think it is aligned with Hong Kong's paid range.

Question 7: There are enough policies and guidelines to support the integration of you into Mainland society.

Question 8: In overall, do you think Hong Kong government's promotion strategies can support you to work in GBA.

H3 = Hand domain (competence appeal, operational/ functional abilities)

Question 9: There are enough GBA professionals, seminars and information centers to give you relevant information in working at GBA.

Question 10: You can see strong supports from different commercial sectors, chambers or leading companies in promoting the GBA working opportunities.

Question 11: There are strong collaboration between Hong Kong government, companies, communities, or other entities to promote the GBA development opportunities.

Question 12: In overall, do you think Hong Kong government gave you supports in solving the issues in your daily lives and problems that you may face.

Final Questions 13: As a whole, Hong Kong government gives clear direction, long term planning and strategies and supports you what you need in developing your career in GBA.

In the questionnaire, with the closed-ended question with ordered response categories, Likert scale and SPSS statistics software, we will determine the significant level of each “H” Domain and the weightings to conclude whether we reject of each hypotheses of “H” Domain.

Projected pattern of the results of the proposed hypotheses

With the 3H framework, the projected pattern of the H1 Heart domain questions (Q1-Q4), H2 Head domain questions (Q5-Q8) and H3 Hand domain questions (Q9-Q12) cannot reject hypotheses 1 to 3. And with the result of Q1-Q12, we can further confirm that we cannot reject hypothesis 4. The proposed hypotheses will show we will need all H1, H2 and H3 domain showing strong positive effect altogether to give effective holistic management result in final question 14.

Opinions and suggestions to contribute to the development of youth in the Guangdong-Hong Kong-Macao Greater Bay Area

According to the "Greater Bay Area Youth Employment Program", by looking at the salary package alone, this is quite attractive for university graduates. However, since the plan was launched at the end of last year, only more than 300 people have successfully got the job. However, if Hong Kong's youth are to increase their knowledge of our country, how can the thousands of jobs in this mere employment plan be enough?

With the analysis of 3H framework with literature review, reports/news content analysis, focus group discussion and questionnaires, it is generally believed that many young people in Hong Kong resisted going to the mainland to work for reasons of life, culture and politics. However,

taking this youth employment program as an example, there are actually quite a few people who signed up to participate in the recruitment process, and the final admission may be even fewer.

Although the Greater Bay Area in the Mainland has launched a series of plans and preferential policies for Hong Kong residents, many young people in Hong Kong still do not understand all the related information and Hong Kong government still need to strengthen publicity and introduction, especially for the group of college students in school. In the years ago, young people and university students in Hong Kong prefer to work in Shenzhen and Guangzhou. Therefore, it is suggested that the Hong Kong government should first explore new cooperation models with these two cities to facilitate cross-border work and life for Hong Kong young people, and then the similar models would be extended to other cities in the Greater Bay Area.

From the information of “Hong Kong Youth Employment and Greater Bay Area Development Index 2020” in this paper, it shows that industries such as innovation and technology, finance and professional services in the Greater Bay Area are more attractive to young people and college students in Hong Kong. Therefore, the Hong Kong government and tertiary/university institutions should take on the role of matchmaking and create more internships for them in these industries in the mainland exchange opportunities and recommend fresh graduates to these industries afterward. Tertiary/university institutions in Hong Kong may appropriately include introductions to related industries in the mainland in their teaching content and establish graduate pipelines with related industries in GBA.

Many countries or regions flagged great importance to talent acquisition. For example, Singapore uses comprehensive strategies to attract talents from all over the world, including foreign companies, investors and students, and it has established a one-stop platform to provide local employment, life, investment, entrepreneurship, job recruitment and other information. It is what Hong Kong government would take reference with.

The uncertainty of the future development of the GBA creates a sense of time distance. Different political and economic systems and lifestyles build a sense of social distance. Psychological distance inevitably reduces Hong Kong people’s positive perception of the Greater Bay Area,

thus reducing the interest for the youth to work in the Greater Bay Area. However, all these are real-life examples in all the industries, companies and organizations. Appropriate leader, robust strategies and effective operations are the key to overcome all these issues.

Limitations

Some of the assumption tests was based on news, press and multi-media evidence that may be subjective. The development of the theoretical frames with this analysis of Hong Kong's strategy in encouraging the youth for career development in the Guangdong–Hong Kong–Macau Greater Bay Area (GBA) of China with the 3H framework is intended to be exploratory. Tests used in assumption are not meant to be evidence.

And the questionnaires are sent in one of the Hong Kong universities only which some of the specific faculties will not be included such as faculty of Medicine, faculty of nursing, faculty of law and faculty of education.

Conclusion

With improved connections between Mainland cities and the rest of the world, the “front shop, back factory” model of division of labour between Hong Kong and other GBA cities may no longer be fully applicable, and a new mode of collaboration should be sought. Young people in Hong Kong are proficient in English, Mandarin and Chinese, and possess an innovative spirit and an international perspective. As long as they have enough support from government to seize the opportunity, they can find a broader career development opportunity in the Greater Bay Area. Working and living experience in cities in the Greater Bay Area will also bring the youth with a deeper understanding of the people and affairs of the country, help to broaden the horizons and build business relationships, and add a valuable qualification to the resume. It is a rare working experience and life experience even they will return to Hong Kong for development in the future, continue to work or start a business in the Greater Bay Area, or even develop their career at overseas.

Although there are many news and promotions from Hong Kong government to introduce the GBA, they often flow into the fragmentation of information. This prevents young people from forming a systematic understanding of the planning of the Greater Bay Area. The formation of a

relatively complete management system from Hong Kong government would operationally integrate the youth into the Greater Bay Area.

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