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UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business

Qualitative Research Methods
HKBM7003

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Research Article (Individual Assignment)

Title of Paper:

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

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Programme: Doctor of Business Administration

Date: Oct 25, 2021

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	DBA		
Module:	Qualitative Research Methods		
Module code:	HKBM7003	Contribution to Overall Module Assessment (%):	100%
Lecturer:	<u>Dr. Tamara Savelyeva</u>	Internal Verifier:	
Assignment Title:	Research Article	Word count (or equivalent):	7,500
Submission deadline:	October 25, 2021	Return date of provisional marks & written feedback:	
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
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1) **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 qualitative holistic management 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 will be 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. Interpretive phenomenological analysis (IPA) and pragmatism approach have been applied in studying the information collected under the 3H (Heart-Head-Hand) framework.

Expected 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 is expected to fail 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 will be initially tested with current Hong Kong government's strategies. The framework shows its predictability value for government's strategic direction effectiveness. The ultimate success decision-making depends upon knowledge gathered from several sources and

comments from participants. Many researchers agree that the evidence from high quality research can be a tremendous asset to policymakers in government, as they empower policymakers to formulate strategic decisions. Policymakers want information that is accurate, timely and free of bias in order to ensure the effective and efficient of the policies and direction.

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

2) Evaluation of a current research article

In the journal paper published at Cambridge Review of International Affairs: “The Guangdong-Hong Kong-Macau Greater Bay Area in the making: development plan and challenges”, Hong Yu (2021) examined the central government’s plan for city-cluster formation in China, and to analyze efforts to put this plan into action and challenges they got in establishing the GBA, from the Chinese central and local governments in different provinces as well as two special administrative region Macau and Hong Kong. This paper produced the background of Chinese authorities intend to develop GBA serving as a new engine supporting China's development under the urban agglomeration formation. Significant results were given that the formulation of the comprehensive development plan for the Greater Bay Area reflects the dynamic process of rising and falling of state power at all levels. The state's plan for the Greater Bay Area is to build a world-class city cluster and remove obstacles that hinder the free flow of commodities and resources. However, Guangdong, Hong Kong and Macao belong to different administrative regions and customs areas, and it will face challenges to achieve the level of collaboration and functions required for the integrated development of the Greater Bay Area. Fierce competition among these core cities for dominance may reduce the efforts to establish closer economic integration in the region.

Hong Yu (2021) analyzed the official documents retrieved from the central government and local governments ‘official website, official statistics and three field research trips to three Bay Area cities (Guangzhou, Foshan and Macau) conducted in 2017 and 2018. Interviewing with officials, members of the business community and academics were included in the paper also. Hong Yu found that even though there is great economic potential in GBA development for Hong Kong to diversify the variety of economic assets and strengthen the development of innovative and technologic industrial sectors, the resistance from Hong Kong young people towards the integration of Hong Kong with Mainland as well as various local economic problems including

soaring housing prices and economic downturn progress in industry diversification, all these affected the enthusiasm of the youth towards the GBA development plan.

The researchers discussed an important topic, cultural and political environment would be an influence factor in the GBA development. However, Hong Yu (2021) did not provide relevant information and evidence from historical statistic data. Indeed, looking back at year 1997, after the handover of Hong Kong in 1997, Hong Kong maintained a strong economic ties with the Mainland, and to sustain the growth by leveraging the advantages as a gateway from countries in the Worldwide to Mainland China. At that period, although there were many predictions in Hong Kong after the handover, Hong Kong has not experienced a large outflow of talents, social unrest, or interference in the media, and police suppression of dissidents. The immigration gradually returned to Hong Kong well after year 1997. Ten years after the handover, Hong Kong's economy was in a prosperous period of high growth and low inflation. Local production per capita's total value hit a new high and commerce has continued to prosper, with double-digit steps cutting growth. Financial industry activities were also extremely vigorous, and the number of employees is at a record high. The mainland economy is getting bigger and China itself has become a huge market. Although this brings unlimited business opportunities to Hong Kong's industry, it also brings challenges. Under the "one country, two systems" arrangement, most of the systems before the handover continued until now, economic success was strongly guaranteed, and the economic system continues to show a high degree of vitality. Regardless of trade, investment, stock market, tourism or financial business, all industries in Hong Kong are currently affected by Mainland's factors.

In terms of trade, Hong Kong has always been at the forefront of global outbound business. As early as the 1980s, Hong Kong's manufacturers had begun to move to southern China. Today, China is not only Hong Kong's important manufacturing hinterland, but also largest exporting market. Its market share is higher than that of the United States and Europe combined. Also, Hong Kong has always been a gateway for foreign companies to enter China's market, and this role is still significant. Under GBA development, Hong Kong has got a new role is to help mainland companies enter the world market and learn international best practices. For financial services which is the most important commercial sector in Hong Kong, Hong Kong was already the most important international banking/financing center in the Mainland in the 1980s. Over the years, the types of financial services have diversified, from bank consortia to IPOs, different type of asset

managements are all available. Hong Kong is currently the preferred IPO center for mainland companies, and more than half of the total market value of the Hong Kong Stock Exchange is related to mainland companies. Hence Hong Kong's role has always been to help and guide investment and capital into China. Due to the rapid economic development in China, the demand for financial intermediary services in the mainland is not only huge, but also increasingly strong. The economic integration and participation in China's economic development by Hong Kong people are always there before and after 1997 until now. Hence, the issue Hong Yu (2021) raised was there long before but it is not supported by the economic facts in these twenty years.

In recent years, Hong Kong has been in a period of economic transformation. Labor-intensive manufacturing industries have been moving inland to the mainland, while high-tech industries have been unable to fully develop in Hong Kong. Economic growth can almost only rely on finance, tourism, transportation and Real estate and other service industries supported; secondly, Hong Kong's most important commercial sector financial industry, it seems to have a relatively high proportion of real estate loans. Once the real estate market goes down, it will inevitably affect the operation of the banking industry. In addition, Hong Kong's price increase in recent years has made it necessary for the people's livelihood. The operating costs of various industries have increased sharply, the retail industry has been sluggish, and the increasingly expensive hotel rentals have also discouraged tourists. Hong Kong is reaching the bottleneck of the growth. As a whole, GBA development will guide the growth of Hong Kong's economic with its close collaboration and people involvement and participation sounds highly inevitable.

Secondly, significant results were noted in the results of this study, but there are some issues in the data analysis of Hong Yu (2021). The result was mainly based on generalization from official documents, field trips study with interviews but lack of contemporary management theories to support the arguments. Hong Kong government is the same as any other organization which management theories can be applied in investigation. However, management theories such as organizational behavior, leadership, organization architecture, management planning and control and competence related studies were not applied in the research. Management theory is a statement that predicts what actions will lead to what results and why. Good management theory has values of predicting and to help interpret the status quo, to understand what happened and why. Every action taken by policymakers and managers and every plan they make is based on a certain theory

in their minds, and that theory makes them expect certain actions to produce certain expected results. Since the reliable information we have is only related to the past, policymakers and managers can only use a solid theory of causality if they want to have a certain degree of confidence in the future. A sound theory can help them interpret the current situation and understand what happened and why. Theory can help us distinguish between noise that has no strategic significance and signals that suggest important changes in the future. The extensive theoretical foundation and research methods help us to infer the relationship and the cause and effect of the complex practical phenomena. Adding on, due to the fragmentation and diversity of theoretical research, a holistic management approach is more desirable in analyzing entities in big scales.

In addition, Hong Yu (2021) put too much focus in the political side, but his study did not adequately measure the management effectiveness of Hong Kong's government leader in executing the strategic policy. Scientific management puts too much emphasis on work, while administrative management only emphasizes management procedures, both of which ignore the focus of the organization's leader. The leader's vision, thinking direction and leadership style determine the height that an organization can reach at each stage of economic development. Only with a forward-looking strategic vision and strategizing ability to control can lead the team to move forward steadily. Planning, organization, personnel management and control are the core of the main management activities, while the leader emphasizes the influence of the entire process. Therefore, the manager put importance to orderliness and stability, while the leader cares about how to bring group adjustments and constructive changes. Effective leadership helps us get out of the risks, makes the organization successful, or achieves the purpose of the organization. Lack of leadership will lead to loss of direction. A good leader can make a bad plan succeed; conversely, a bad leader will destroy the best plan.

In Chinese society, Chinese's Confucianism is often embedded in management and governing. Confucianism has a stronger focus in the rule of man, and advocates that the government is in the leader. Each of us is an independent individual, and we will have different opinions at different times. When encountering a problem in the society that needs to be solved, we will all begin to express our own opinions and hope that the method of solving the problem is the closest to the method we proposed. Different voices and different opinions began to appear, and everyone was

obsessed with their own opinions because of sticking to their beliefs. At this time, we need one person to preside over the overall situation and stabilize the situation in order to truly solve the problem. This is our expectation to the leader in general and especially important in Chinese's society. Leadership is playing a key role in people and organization management and a leader's management style and moral values can transform not only a corporate but the entire city's culture.

Possessing leadership skills is one of the important conditions for being a successful leader. Leadership is the ability to have confidence in one's own leadership and to deal with problems calmly. In GBA development plan, different departments in government would have different problems that need to be solved from time to time. At this time, the leader must seriously consider the best way to deal with the problem and must obtain the consent of the majority of the group to act. When multiple people support the solution, more people will help with the problem, and the chance of solving the problem will increase. She must also maintain self-confidence and believe that she can solve the problem. When the leader has confidence in herself, other members will also have confidence in the leader, and everyone will try their best to assist the leader and find a solution to the problem. It can be seen here that when a leader has leadership skills, it can indeed reduce the difficulties encountered in the government, and it is easier to lead the team to achieve their respective goals when dealing with other provinces in GBA development. Therefore, a holistic management with emphasize in leadership is critical to encourage Hong Kong people to participate in GBA development.

Thirdly, the interviewees in this article focused on officials, members of the business community, and academics during the field trips of Hong Yu (2021), but nothing is from the graduate students. With just a sender side was interviewed, the voices of university students who represented the receivers against Hong Kong government's GBA promotion has been neglected. With such situation, it is difficult to generalize these findings and formulated the conclusion of why the attractiveness to work in low from the youth. There were higher probabilities of analyzing from biased samples and unrepresentative samples. The size of the sample does not guarantee its ability to accurately represent the target population. Large unrepresented samples may perform as bad as small unrepresented samples. On the other hand, there is risk of recency bias (also known as recency effect) in the sampling too. There was a 2019 Hong Kong protests years ago, when people judge the development trend of things, they may think that future events will be highly similar to

recent experiences. This can be said to be a kind of "availability heuristic", the inappropriately using the easiest information as the basis for thinking. While Hong Yu (2021) stated that the information is from the interview with officials, members of the business community, the author did not discuss their viewpoint with consideration of Pro-Government camp.

A reasonable and appropriate research must conform to the norms of statistical sampling theory in order to achieve reasonable results. Therefore, the meaning of public opinion interview is to understand the views, opinions, interests and needs of most of the people, using scientific, systematic, and fair data to collect some of the people (sample) that can represent all the people (population), and design the data collection method to make sure that the results can represent public opinion and can be used as a reference for governance. However, in the real society, the real investigation criteria are not only rarely followed, but have become Pro-Government camp's tool. The tools used by groups to create false public opinion, coupled with the uneven quality of business communities, many of them will try their best to meet the needs of funders based on financial or political considerations. Indeed, in the international community, both China and foreign countries, as long as they are democratic countries that implement representative systems, they cannot do without the shadow of the existence of fake public opinions. The so-called fake public opinions are not completely fake, but opinions that deviate from statistical theory in different angles. In this case, not only they cannot find the results that truly represent public opinion, but they give some false signal to the public. The credibility is a question mark. Future research on the youth is necessary to provide evidence of the reasons of they are not willing to work in GBA.

Due to differences in social experience, younger generations have different views on social phenomena. This difference between generations may intensify the discord in the relationship between the two generations due to hidden contradictions or deep-seated problems. It may even lead to generational conflicts; this will not be good for maintaining social stability which is a direct impact against government's policies and strategies. Eventually, the younger generation may not be able to inherit the assets of the previous generation, such as knowledge, culture, and experience. Improving young people's problems of resource tilt and economic uncertainty may alleviate some of the contradictions, it cannot solve the deep-seated problems. On the contrary, the government organization structure is the most important problem that needs to be solved. For example, by

increasing the openness of the system and allowing young people of different positions to participate in the policy formulation process, the government's recognition and governance can be improved, and some deep-seated problems can be relieved. Anyhow, it is not the reason to omit their voice when conducting a analysis in government's strategy.

The younger generation is the future master of society, and the future development of Hong Kong will have a direct and far-reaching impact on them; they will also be the real "users" of planning results. Therefore, the participation of young people in it is of great significance.

3) Research proposal

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.

The significance of the Guangdong-Hong Kong-Macao Greater Bay Area to national development is a major development strategy under the country's reform and opening up. It is not only has an important impact on the future development of the Pearl River Delta region, but also plays an important role in national development. According to the "Outline of the Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area", the development of the Guangdong-Hong Kong-Macao Greater Bay Area has the following significance to Hong Kong:

Connect with countries along the "Belt and Road"

The Guangdong-Hong Kong-Macao Greater Bay Area is China's "Southern Gate" facing the world. Hong Kong has a mature financial system and shipping system, a global business network, and a global offshore RMB business hub; Macau has an economic and trade service platform from Portuguese-speaking countries; Guangdong Province has been

active in technological innovation in recent years, and the advanced manufacturing industry chain has been perfect. In addition, the Greater Bay Area has complete infrastructure facilities and the world's largest group of seaports and airports. Countries can use the Greater Bay Area to connect with countries along the "Belt and Road" and go to the world, especially to play a positive role in the smooth trade of the Maritime Silk Road.

Create a competitive business environment

The Guangdong-Hong Kong-Macao Greater Bay Area is at the forefront of economic development in the country. In the "Outline of the Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area", it has been stated that the state will provide high-quality, efficient and convenient judicial services and guarantees for the construction of the Greater Bay Area in the future, and improve the international commercial dispute resolution mechanism, establish a legal business environment. At the same time, in the future, administrative intervention will be reduced in policies and comprehensive market supervision will be strengthened to form a stable, fair, transparent, and predictable first-class business environment. In addition, Hong Kong is an international financial and trade center. It has a good business environment and comprehensive laws to protect various commercial activities. It can lead various cities in the region to standardize the industry order, open up the international market, and create a globally competitive business environment. It can also be used as a reference for various cities and regions in the mainland.

Enhance Hong Kong's comprehensive competitiveness

Each city in the Guangdong-Hong Kong-Macao Greater Bay Area has its own advantages and has the ability to become the most diversified urban agglomeration in the world. Therefore, Hong Kong can make full use of this opportunity to continuously strengthen its own advantages to enhance the competitiveness of the city. For example, as an intellectual property trading centre in Asia, Hong Kong can introduce intellectual property rights of overseas technologies for enterprises in the Greater Bay Area, and at the same time promote the achievements of innovation and technology in the region in the international market. Hong Kong can take advantage of its advantages as an international financial, shipping and

trade centre to assist and promote the "going global" of cities in the Greater Bay Area, thereby enhancing Hong Kong's comprehensive competitiveness.

Break through the bottleneck of Hong Kong's development

At present, the industrial structure of Hong Kong is becoming more and more uniform, and the economy is overly tilted towards the service industry, which has caused Hong Kong to face a development bottleneck. The planning of the Greater Bay Area is expected to become a breakthrough point in the future development of Hong Kong's cities. For example, Hong Kong has many talents in the technology industry. The development of high-tech industries in some cities in the Greater Bay Area is growing which would provide the youth in Hong Kong with development opportunities. At the same time, local companies also have a certain degree of understanding of international technology trends and technical standards, which can help the commercialization of mainland scientific and technological achievements and open up overseas markets. This shows that the planning of the Greater Bay Area brings opportunities for the development of Hong Kong's emerging industries.

Improve the living standards of Hong Kong people

The establishment of a comprehensive transportation network is a major focus of the planning of the Greater Bay Area. Through the increasingly improved transportation network, it has facilitated Hong Kong people who are interested in starting a business, employment, study or living in the Greater Bay Area, especially young people in Hong Kong. In addition, property prices and commodity prices in some cities in the Greater Bay Area are lower than those in Hong Kong, which can provide Hong Kong people with lower-cost medical and related living cost. This shows that the interaction and integration of the cities in the Greater Bay Area will help improve the living standards of Hong Kong people.

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.

Phenomenon

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.

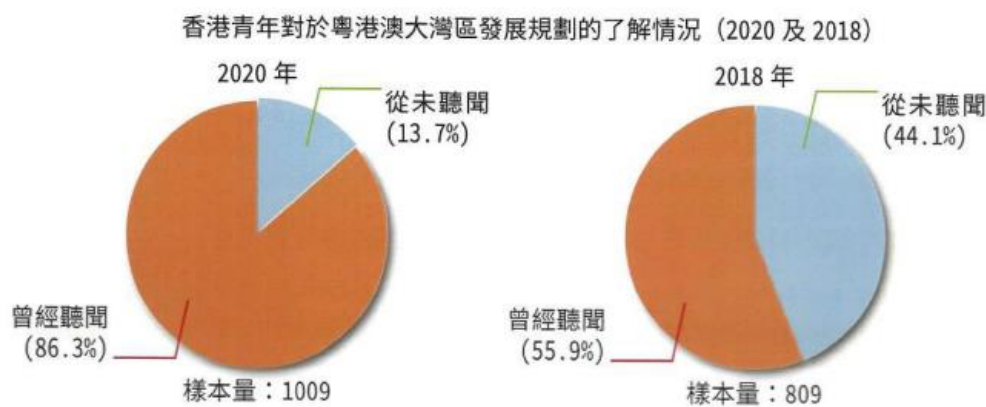


Figure 2: The understanding level to GBA from the Hong Kong young people

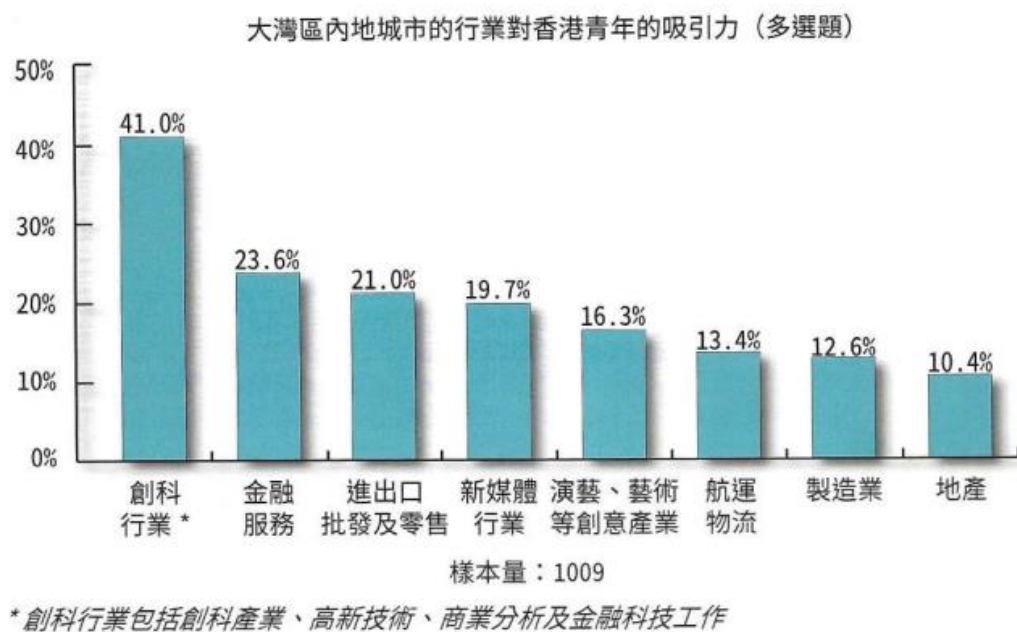


Figure 3: The attractiveness level of industries in GBA from the Hong Kong young people

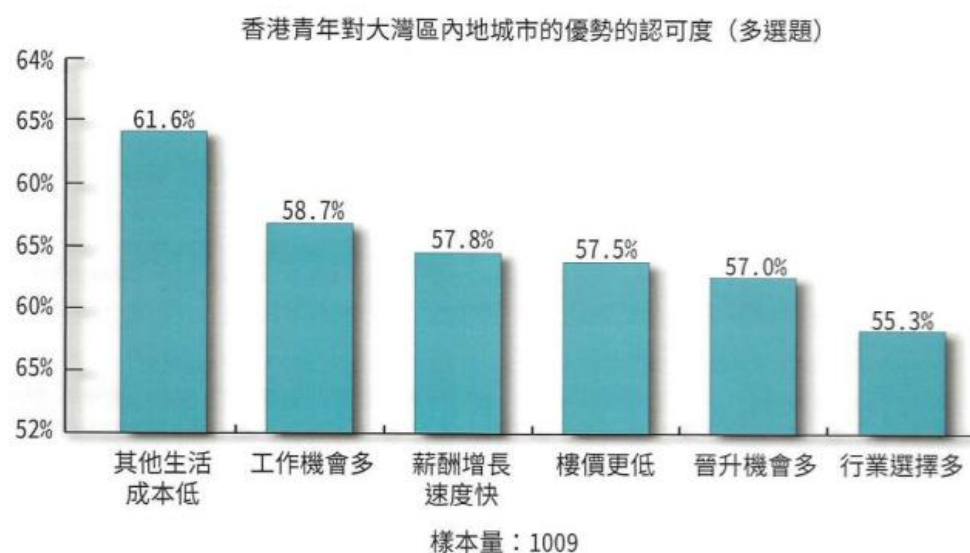


Figure 4: The recognition of competitive advantages in GBA from the Hong Kong young people



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

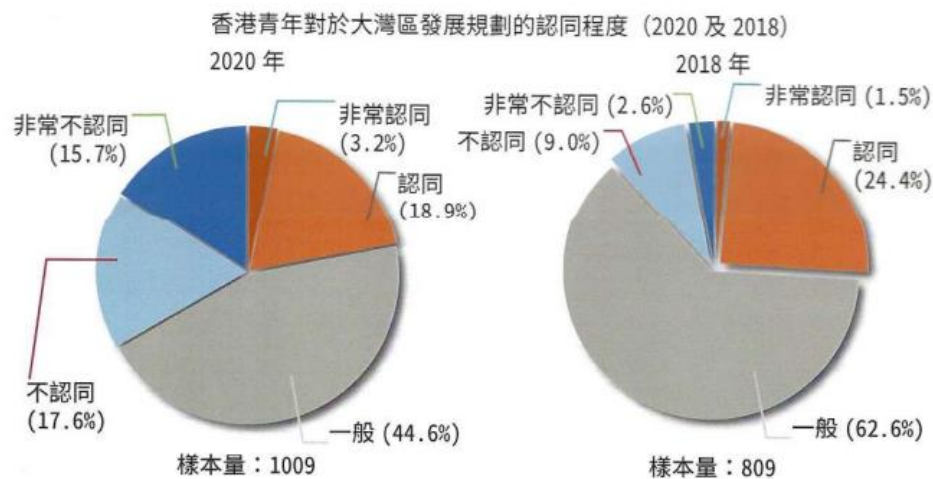


Figure 6: Hong Kong youth's degree of recognition to the GBA plan

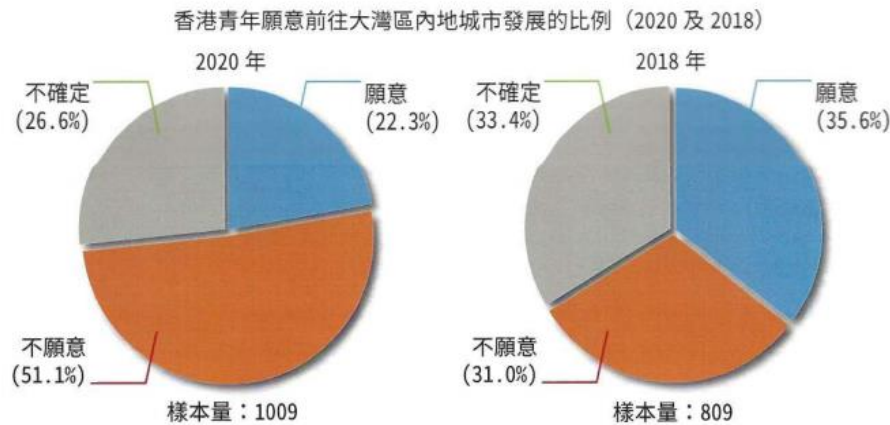


Figure 7: The willingness of Hong Kong youth to develop the careers in GBA

香港青年對大灣區內地九個城市設立的專屬機構認知度

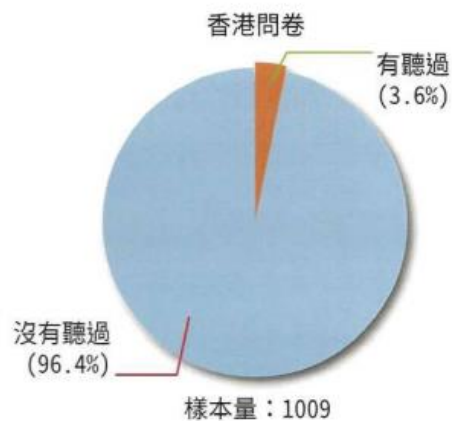


Figure 8: Hong Kong youth's awareness of the institutions established in nine cities in GBA

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

Methodology

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

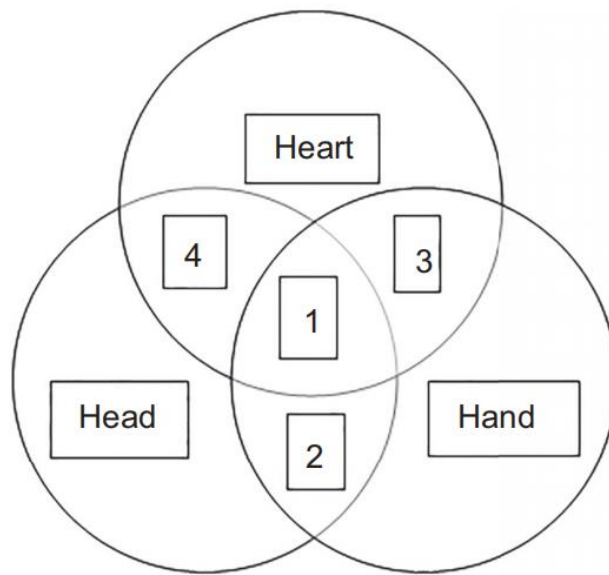
H1 = Heart domain (emotional appeal, leading, motivating and engaging people's abilities)

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 strategy, 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 design

The qualitative method is utilized to explain, clarify and elaborate the meanings of different aspects of the human life experience. Therefore, researchers can interpret people's experiences because they are involved in human activities. The willingness of the youth to go to GBA is a pure experience they got in Hong Kong.

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 phenomenological analysis (IPA) with pragmatism approach under the stated phenomenon 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. Under the phenomenological approach, both data from press releases and focus group discussion are transformation of data to live the experience. These bring individual experiences into words in data collection, and then attempt to understand the GBA promotion experiences based on the statements, and to categorize the themes in the next stage. In the last stage, this report records the essence in writing, which results in a comprehensive description of the phenomena that why the teenagers are not willing to participate in GBA even there are big development potential.

Justification on the qualitative methods used

Understanding the phenomenon of the responses from a government's strategy is the first step in critically understanding the recommendations for dealing with such phenomenon and explaining what strategy is and how the government can change. In the management field, strategic management involves the formulation and implementation of the main goals and actions taken by the leader of the organization on behalf of stakeholders, based on the consideration of resources and the evaluation of the internal and external environments of the government's operations. Issues from the complex environment and society dynamics cannot be figured out easily with quantitative way. Instead, in-depth analysis from the interpretive practices enables to develop a complete, accurate, clear and articulate description and understanding of the underlying reasons from the youth of not willing to join the GBA initiatives. Phenomenological approach is appropriate to discuss the essence of the experience for young people incorporating the government promotion strategies they have experienced with detailed investigation.

Data collection procedures

Besides the content analysis on the reports and press releases from different respected sources, there were six Students have been invited from a 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 there are nine questions set within each of the H domain. It is useful for studying social process and allow researchers to observe interaction between different students.

Data quality procedures

To ensure on the subjectivity at focus group, the students being invited are required to state their political viewpoint of either pro-government camp or not or being neutral. Only students who are politically neutral will be selected in the pool for further random selection. Researcher will send the consent form and information sheet to the participate in research and ensure that the focus group questions has not previously been shared to the students and to collect their subjective experiences of those receiving government's GBA promotion.

Ethical procedures

During the focus group interview, we will inform the students the details about confidentiality because it may involve some political sensitive comments. Researchers will state the transcribing will not be undertaken by someone outside the research team in the information sheet. The storage of tapes or transcripts will be destroyed after the research result published. In addition, to eliminate the power relationship between researcher and the student participant, academic staffs in the same university will not join and be the host of the interview.

Description of the data analysis and coding procedures

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).

Examples: 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)

Determine the sufficient factor with 3H framework on Hong Kong’s GBA promotion performance to youth

After the Interpretive phenomenological analysis (IPA) with the sources under different qualitative codes of within each of the H domain, integrated analysis of holistic management will be formulated. Yu (2020, p.21 and p.25) defined the sufficient factor as the following:

- The necessary and sufficient conditions (independent/moderating variables) contributing to effective and efficient organizational performance (dependent variable).
- Effective leadership (H1), which motivates and engages employees is necessary but not sufficient condition for effective and efficient organizational performance.
- Effective strategy (H2) is necessary but not sufficient condition for effective and efficient organizational performance.
- Workforce competence (H3) is necessary but not sufficient condition for effective and efficient organizational performance.
- Synthesis among three domains of H1, H2 and H3 seamlessly shall secure the necessary and sufficient conditions for effective and efficient organizational performance.
- Each H’s domain may carry different weights of importance to managerial decision makings. Often, H1 carries heavier weight than H2 and H3, whereas H2 carries a relatively heavier weight than H3. Reasons being, even though an organisation’s strategy, systems and competence are most advanced, if the leader fails to unify and motivate people to achieve strategic goals, the organisation would wither.

- Managing people and organisation should be a coherently holistic process each H is interrelated and interacted with one and other, neither one nor a couple of Hs are sufficient to manage an organisation effectively and efficiently. It must be a congruently intersection among three Hs.

With the proposed analysis, we can determinate the Hong Kong government's leadership style to fully understand the prospective of the youth in developing their career in GBA cites. As the policymakers, they can get more insight on the effectiveness of the promotion programs in GBA as well as the execution of the program. Hence, they would investigate the shortfalls and tackle the issues with focus of why there are negative motivational results, and how it is related with the current promotion strategies as well as key competences.

Implications for research

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. Adding with the different interpretation from the youth even they are under the same promotion message from the government, the scenario is much more complicate. Qualitative research method can fill the gap and enrich the explanation of such as complexed phenomena. After the research, the formation of

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

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 as well as the result.

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