

From the President

Today, IT technology has become the enabler for massive productivity for blue and white collars. In the production of electric vehicles, factories have fewer and fewer workers while in the office environment, managers and staff would be equally at ease to work on the road, at home or in the scaled-down offices.

Leaders of today's companies must first understand these technological changes and make use of the vast spectrum of their applications. In the "Leveraging Technological Changes for Strategic and Sustainable Productivity and Growth", Donna McGeorge has shared with us the many examples of applications using AI. She also discussed some of the challenges that leaders face while embracing these technological changes.

Leadership is all about building trust and sharing responsibility. J. Devarprakash in "Team Up with Synergy" discussed the essence of managing a team. He cited the Apollo 11 mission as one of the best team efforts in human history. He shared with us the many attributes in building confidence among members of the team.

After over three years' of experience working from home during the COVID-19 pandemic, many managers and professionals are comfortable working remotely and in the office. This hybrid working environment has also posted challenges for companies, especially when dealing with different cultures and generations of the workforce. In "Across Ages", Pallavi Jha shared with us the emerging hybrid work culture when



S K Cheong
President

dealing with the multi-generation workforces, namely the Baby Boomers, Generation X, Generation Y and Gen Z. This hybrid work culture could become the new norm in our working environment.

Using Zhuhai, a city in Guangdong province with a population of 2.5M, Wing Ying Mo shared with us her study of "Satisfaction for the Talent Enticement Policy". Today, talent attraction, recruitment, and retention are critical in the success of country policy. This study explores many critical success factors in the formulation of the talent policy.

I hope you are taking the time to study these articles and find them enjoyable and good food for thought in dealing with current topics in management.

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LEVERAGING TECHNOLOGICAL CHANGE FOR STRATEGIC AND SUSTAINABLE PRODUCTIVITY AND GROWTH

By Donna McGeorge



TEAM UP WITH SYNERGY

Leadership is all about building trust and sharing responsibility.

J DEVARPRAKASH, TARAPUR ATOMIC POWER STATION

Neil Armstrong was the first ever human to step on Moon. But it was not him alone who made this remarkable mission, known as Apollo 11, which put man on Moon, possible. There were scientists, engineers, technicians, logisticians, managers, support staff, and numerous others working as a team towards this goal. According to NASA, about

400,000 people toiled for years to help make Neil walk along with Edwin 'Buzz' Aldrin on the surface of Moon. Had there not been a team or a common goal, this prodigious expedition would not have happened. Even after over five decades, the Apollo 11 mission is marked as one of the best team efforts humans have ever put in.





Be it small mom-and-pop stores or large conglomerates, workforces come together as team with a common goal. In a small shop, the employees' could be good sales. In big organisations, the aim could be the larger vision of the company. In both instances, the word 'team' is common. As Henry Ford, founder of Ford Motors, put it, "Coming together is a beginning. Keeping together is progress. Working together is success," building and managing a team requires a good mix of knowledge, skills, and thoughtfulness. While a plenty of pedagogies are practised for teamwork in organisations across the globe, here are some ideas from nature and an ancient Indian epic that tell about building and retaining team spirit.

BUILDING TRUST

Broken trust led to the fall of the biggest empire in Hastinapur, as narrated in the great Indian epic Mahabharata. Pandavas had trust in Dhritarashtra (brother of their father Pandu) who was the king of Hastinapur. After their father's demise, Pandavas lived with Dhritarashtra and believed that he will protect their rights. But, Dhritarashtra always assayed to deceive Pandavas by snatching their right to rule and giving it to his own son Duryodhana. This shattered Pandavas' trust in him (their then leader) and the Kauravas (the other team members). The situation caused a great war between two groups in the same family. Had Dhritarashtra respected the trust of Pandavas and maintained team spirit, there would not have been a split up and both the Pandavas and the Kauravas would have remained in the same team.

Building confidence among the members of the team is key in holding up a good team spirit. Trust, a conviction which is built over a period of time, creates stronger connection between the employees.

Acknowledging people emotions, being

honest and supportive, being transparent, building accountability, soliciting feedback, and appreciating generously are some of the best ways to build and maintain trust in a team.

SHARING OF RESPONSIBILITY

Every winter, the bar-headed goose flies in big flocks from its breeding places such as China, Tibet, and Mongolia to most parts of India, crossing several thousands of kilometers to spend the winter. When migrating over such a long distance, the birds follow a characteristic, v-shaped pattern of flying which reportedly improves their efficiency. Some birds fly in the front, leading the team, some birds fly on either sides of the formation, following the chief, but every



bird in the group has a role to play. This is an ideal example of how all the members in a team should own their responsibility to achieve a common goal. If being responsible is a good team synergy, being considerate is a great virtue. These birds take turns to lead, as the birds that fly at the front are most prone to fatigue. So, the key objective is to keep moving while taking care of each other.

STEERING THE TEAM

A few years ago, over 40 individuals of shotfinned pilot whales, a large sea animal that belongs to dolphin family, got stranded on the beach near Tuticorin in Tamil Nadu and died. As the name suggests, these whales move in groups guided by a leader whale, known as pilot. One of the reasons for the tragic death of this group of whales, according to environmentalists, was that the pilot might have been misguided by water current and the bewildered leader whale swam towards the shore. Others in the group simply followed the pilot and got beached too. Team leaders should be cautious when steering a team—as the wrong move can have an adverse impact on the entire team.

ENCOURAGING PARTICIPATION

Lord Krishna is known for performing miracles. With his infinite set of supernatural powers he could have

wiped out the Kauravas in the blink of an eye. But he chose to remain as a guide and mentor, throughout. His philosophy was that if he himself fought the Kauravas and defeated them, the Pandavas would never learn anything and would never realise their true potential. So, he prepared the Pandavas for the fight. During the Kurukshetra war, Lord Krishna showed great superintendence by leading the Pandavas to victory. This episode teaches us that a leader should enable his team members to explore and utilise their talents, instead of micromanaging.



About The Author

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ACROSS AGES

The emerging hybrid work culture can be an ideal approach for organisations dealing with a multi-generational workforce.

PALLAVI JHA, WALCHAND PLUS

Managing a multigenerational team can be a complex task for any leader. Each generation has its unique mindset, work style, and ways of communication. As a manager, recognising how to motivate team members individually and capitalise on their strengths is essential. Understanding attitudinal and behavioural differences among team members of different generations is a critical tool for driving engagement.

According to a Dale Carnegie employee engagement study, middle-aged employees (40 to 49 years) are less engaged with their organisation. This may be due to external pressures such as family life or the feeling that they have reached a plateau in their career. There are several things managers should keep in mind to ensure that all team members feel valued and motivated.

DIFFERENT GENERATIONS IN TODAY'S WORKFORCE

Baby Boomers (born between 1945 and 1960): Many of



the Baby Boomers are nearing retirement age. In some cases, their retirement has been put off due to the global economic crises.

Generation X (born between 1960 and 1980): Generation X, when they entered the job market, were confronted with new terms like downsizing and outsourcing. They tend to be skeptical towards authority and are cautious in their commitments.

Generation Y or millennials (born between 1980 and 2000): This generation grew up with technology. They are the employees most familiar with technology changes and multitasking. Extensive use of social



median is one of the significant differences between millennials and the older generations.

Coming of age during a shift in values, they are attracted to organisations whose missions speak to a purpose greater than a bottom line. Millennials are motivated by opportunities to learn and develop. In general, family, and work-life balance are important to them.

Gen Z (born between 1997 and 2010): As Gen Z workers enter the workforce, expect to see innovation climb on a global scale. As a group, Gen Z is more entrepreneurial, diversified, technologically savvy, and individualistic than the prior generations.

Like the millennials before them, Gen Z employees treasure work-life balance and take care of their mental health in a way the Baby Boomers never learned to do. It is worth noting that, contrary to popular belief, organisations are not getting younger, even with the influx of younger generations into the workforce. In the episode Diversity with Dale | Ep. 5: Leading Multi-Generational Workforces Using Agility and Innovation, it was discovered that post-pandemic

scenario organisations are not actually getting younger.

It is important to recognise that some generations may value more traditional work structures, such as face-to-face interactions and office-based work. However, hybrid work culture has emerged as the new norm, especially after the pandemic forced organisations to implement remote work policies. This model combines both in-person and remote work, allowing employees to work from home or the office, depending on their needs and preferences. This type of work culture can be an ideal solution for organisations dealing with a multi-generational workforce.

On the one hand, younger generations may prefer the flexibility and freedom that remote work provides, as they are more comfortable with technology and virtual communication. On the other hand, older generations may appreciate the opportunity to connect with colleagues face-to-face, especially for training or mentoring purposes.

Additionally, hybrid work culture can provide many benefits to organisations, including increased productivity, reduced office costs, and improved work-life balance for employees. With the right tools and technology, employees can collaborate seamlessly, regardless of their location, and managers can monitor and track progress effectively.

It is essential to ensure that all employees have access to the necessary resources and support to work remotely successfully. It is also important to set clear expectations and guidelines for communication and collaboration to avoid misunderstandings and miscommunication.



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A STUDY OF SATISFACTION FOR THE TALENT ENTICEMENT POLICY IN GUANGDONG-HONG KONG-MACAU GREATER BAY AREA-WITH ZHUHAI AS AN EXAMPLE

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Abstract - Under the circumstances of the rapid development of knowledge based economy and artificial intelligence, talents are one of the most important resources not only for the local economic and social development, but also of great significance to the development of the region. Since the establishment of the special economic zone in Zhuhai, many policies concerning talents have been implemented, and some of the policies have achieved desired results. However, in the face of the current new situation, new opportunities, and new challenges, especially when the total number of talents is much lower than the demand, the existing policies in the Bay Area cities, Hong Kong, Shenzhen, Guangzhou, and other places, still need to be continuously improved based on the overall strategies and actual needs.

Using the current situation of the talent enticement policy in Zhuhai City as the starting point, taking the enticement convenience, material benefits, incentive policies and flow mechanisms as measurement factors, combined with the data collection and analysis results, to explore the current situation of the talent

enticement policy in Zhuhai City and its main stakeholders' satisfaction, and propose corresponding improvement countermeasures.

Index Terms - Talent enticement, System and policy, Policy satisfaction, Guangdong-Hong Kong-Macau Greater Bay Area

I. INTRODUCTION

Since the reform and opening-up, China's economy has developed by leaps and bounds. As one of the leading cities of reform and opening-up, special economic zones, Guangdong Free Trade Pilot Zone, Hong Kong-Zhuhai-Macau Bridge, Guangdong-Hong Kong-Macau Greater Bay Area, a series of national strategic planning is closely linked to the city of Zhuhai. This is certainly a very precious opportunity for Zhuhai. At the same time, challenges coexist, including fierce competition for talents.

Talents are the main resource for development. Whether the policies for enticing talents into a region

are effective or not, and the satisfaction level of the stakeholders determines whether the actual development plans and deployments can be implemented is an important prerequisite for Zhuhai. The goal of building a vanguard zone for the integration and interactive development of the east and west sides of the Pearl River Estuary is of great significance. Therefore, to truly realize the value of talents, make good use of talents, improve talent efficacy, improve talent management systems, and improve talent work mechanisms are all the key points of talent related work.

With the repositioning of the strategic pattern and the transformation of the knowledge economy, to attract more talents to devote themselves to the construction of Zhuhai, the Zhuhai Municipal Party Committee and the Municipal Government have successively promulgated the "Interim Measures for Encouraging Overseas High-level Talents to Start Businesses and Bringing in Foreign Intelligence" in recent years. "Zhuhai City High-level Talents Innovation and Entrepreneurship Support Measures", "Zhuhai City Interim Measures for the Management of Introducing Innovation and Entrepreneurship Teams", "Zhuhai City High-level Talent Housing Guarantee Measures", "Concerning the implementation of several measures of The Implementation of the 'Zhuhai Elite Talent Plan' to Accelerate the Gathering of Innovative and

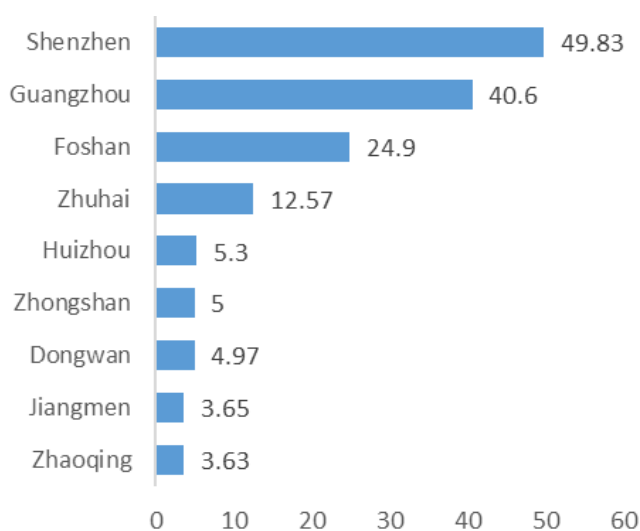


Figure 1. The total increase in permanent population of cities in Guangdong (the Guangdong-Hong Kong-Macao Greater Bay Area) at the end of 2018

Entrepreneurial Talents in the New Era (for trial implementation)", as well as "Zhuhai City Doctoral and Post-Doctoral Talent Innovative Development Implementation Measures". The government agencies have also actively carried out comprehensive related measures.

At the same time, the population of Zhuhai is also growing. Judging from the permanent population of cities in Guangdong Province in the Guangdong-Hong Kong-Macao Greater Bay Area at the end of 2018, announced by the Guangdong Statistics Bureau, Zhuhai's total permanent population growth ranked fourth, approximately 125,700 people (Figure 1), and the growth rate ranked first, with a growth rate of 7.1% (Figure 2).

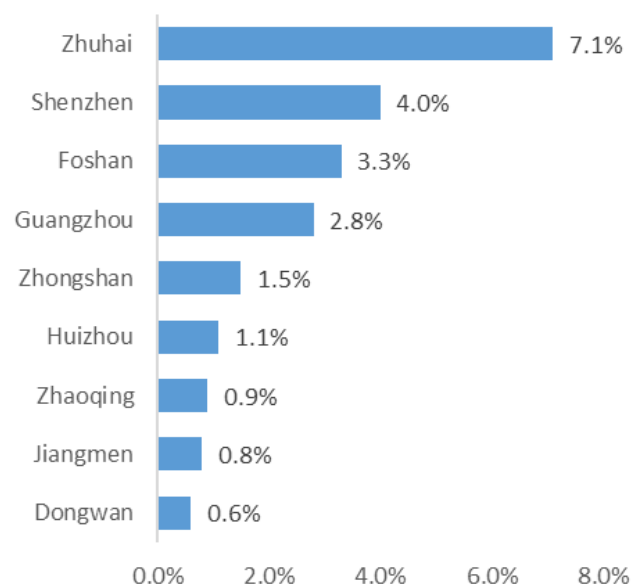


Figure 2. The growth rate of permanent resident population in cities in Guangdong (Guangdong-Hong Kong-Macao Greater Bay Area) at the end of 2018

Statistics released by Zhuhai City show that in the ten years from 2008 to 2018, the permanent population of Zhuhai City has increased by about 380,000, or 25%, but in the past five years, it has increased by about 301,000, or 19% [1]. To a certain extent, this is closely related to the opening of special economic zones and the enticement of talents.

Conduct an in-depth literature discussion based on the background, motivation, and goals of this topic research.

II. INITIAL REVIEW OF LITERATURE

1. Enticement convenience

Facilitating the enticement convenience refers to the fact that the government provides convenient conditions for talents, attracts and retains students as a reserve force, hires talents with generous remuneration, develops headhunting services and builds talent networks, expands the scope of talent selection, and directly recruits or trains talents through multinational companies, as well as methods to select, use, cultivate and retain talents through scientific and technological exchanges and cooperation [2]. Therefore, a flexible talent introduction mechanism with dynamic selection of talents, implement flexible personnel policies, and broaden talent introduction channels [3].

2. Talent material benefits

Talent material benefits mainly include two levels of physiological needs and safety needs. The policy design itself must not only consider the needs of national and social development, but also fully consider whether the various needs of the implementation objects can be met to promote the realization of the goals more effectively [4].

3. Talent incentive policy

Motivation is not only the process of motivating or cultivating people's work motivation and urging people to achieve the goals of a group or organization to enhance their behavioural efforts [5]; but also, is to push people to work towards a certain direction and level. A certain kind of activity, and the motivation for continuous effort at work. Some scholars have also put forward the hypothesis of unconscious work motivation research [6]. Not all work motives are conscious, and individuals can take hard work without realizing their own motives and behavioural value [7].

4. Talent flow mechanism

Talent mobility refers to the active mobility or conversion of talents between different positions, occupations, industries, regions, and countries. It is an inevitable phenomenon of the continuous development and refinement of social

division of labour [8]; Talent mobility is also a main way of adjusting the structure of human capital allocation, one of its goals is to improve the efficiency of human capital allocation [9]. Construction of Talent flow mechanism is beneficial to talents [10]. A reasonable flow platform can reduce the resistance to the flow of talents. It can study its theoretical basis from the perspectives of talent flow at the individual level, talent flow at the organizational level, and talent flow at the social level.

5. Satisfaction of Talent Enticement Policy

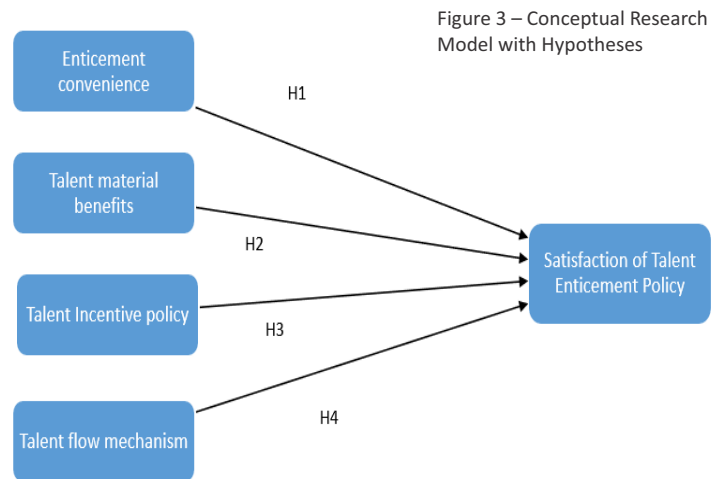
Both material incentives and spiritual incentives to retain talents, it is necessary to achieve both "reward retention" and "emotional retention and career retention" instead of institutional mobility. Restrictions [11]. Reforming the traditional household registration management system is conducive to the flow of talents. The rigid household registration system has increasingly obvious disadvantages to the rational flow and development of human resources, which has discouraged the enthusiasm for the flow of talents, and greatly reduced the level of talents' satisfaction with policies [12].

III. Research Methodology

This research mainly uses anonymous questionnaire surveys, with corporate employees who meet the criteria of fourth to ninth categories in the "Catalogue of Approval Conditions for Talent Enticement of Zhuhai (2018)" as the survey subjects.



Based on this research model (Figure 3), we explored the current efficacy of Zhuhai's current talent enticement policies. It also explores the questionnaire design for four dimensions of the convenience [13] provided in the talent enticement program, the material benefits for the talents [13], [14], & [15], the talent incentive policy [13] & [16], and the talent flow mechanism [14] & [15] and studies the satisfaction of Zhuhai's talent enticement policy [13] & [17] among the main stakeholders (Table 1).



- H1: There is a significant positive relationship between the enticement convenience and the satisfaction of the talent policy.
- H2: There is a significant positive relationship between the material treatment of talents and the satisfaction of the talent enticement policy.
- H3: There is a significant positive relationship between the talent incentive policy and the satisfaction degree of the talent enticement policy.
- H4: There is a significant positive relationship between the talent flow mechanism and the satisfaction of the talent enticement policy.

Table 1- Questionnaire design

Variable	Factor	Questionnaire	Adopted from
Independent	Enticement convenience	Conduct domicile registration procedure	[13]
		Settlement of the talent's family members	
		Attention to the employment of the talent's spouse	
		Attention to the enrolment of the talent's children	
		Attention to the medical care of the talent	
	Talent material benefits	Attention to the talent's income security	[13]
		Attention to the talent's income security	[14]
		Attention to the talent's working environment	[15]
		Attention in providing allowance to the talent	[15]
		Attention to the talent's income security	[15]
	Talent Incentive policy	Attention to the talent evaluation mechanism	[13]
		Encourage technology and innovation	
		Attention to talent training	
		Provide effective intellectual property protection	[16]
		Provide tax incentives for the talents	[3]
Talent flow mechanism	Attention to the flexible household registration management system	[14]	
	Efficient and flexible personnel management mechanism		
	Robust legal system for the talent market		
	A Sound social security system	[15]	
	The municipal talent market mobility package		
Dependent	Satisfaction of Talent Enticement Policy	The policy has provided convenience to the talent	[13]
		The policy has paid attention to the material security of the talent	
		The policy has paid attention to incentivize the talent	[17]
		The policy has assured the flow of talent	

IV. RESULTS

A. Descriptive Statistics from final survey

The sample size of this questionnaire using 5-point Likert scale is calculated according to the sampling method $n=(Z/e)^2(p)(q)$ and the minimum sample size is 134 with 95% confidence and 8% allowable error calculation; and then the “snowball” method was used for data collection. A total of 136 questionnaires were distributed, 136 were collected effectively, and the effective feedback rate was 100%.

Table 2 – Summary of 136 Sample Respondents

Variables	Information	Frequency	Percent (%)
Methods	Face to Face	35	25.7
	Online	101	74.3
Gender	Male	73	53.7
	Female	63	46.3
Age	30 or below	77	56.6
	31-40	49	36
	41-50	9	6.7
	Above 50	1	0.7
Education level	Secondary or below	50	36.7
	Bachelor’s degree	70	51.5
	Master’s degree or above	16	11.8
	Total	136	100

Note: 136 valid data with 100% response rate



B. Reliability test and Factor Analysis

The questionnaire of this study set a total of 24 questions have a factor load greater than 0.5, indicating that the research meets the requirements for continued discussion. In component 1 (Table 3), the total number of eigenvalues is 16.486, the variance percentage is 68.691%, the reliability α coefficients are 0.953, 0.929, and 0.923 for Satisfaction of Talent Enticement Policy, Talent material benefits, and Talent Incentive policy respectively; the total number of eigenvalues in component 2 is 1.288, the variance percentage is 5.366%, and the reliability α coefficients are 0.905 and 0.939 for Enticement convenience and Talent flow mechanism respectively. The cumulative percentage of the two components is 74.057%, indicating that there are still about 26% that cannot be explained. From the analysis results, the question design of the questionnaire is sufficient to support the importance of each factor in the subject research (Table 3).

Table 3 – Reliability test and Eigenvalues of Factor Analysis

Table 3 Reliability Test and Eigenvalues of Factor Analysis

Component No.	Factor	Reliability Test (Cronbach's Alpha)	Initial Eigenvalues		
			Total	Variance (%)	Cumulative variance (%)
1	Satisfaction of Talent Enticement Policy	0.953	16.486	68.691	68.691
	Talent material benefits	0.929			
	Talent Incentive policy	0.923			
2	Enticement convenience	0.905	1.288	5.366	74.057
	Talent flow mechanism	0.939			

Extraction Method: Principal Component Analysis.

C. Correlation Test

The relationship between the various factors is measured by the Pearson correlation coefficient. The correlation coefficient (Table 4) between Enticement convenience; Talent material benefits; Talent Incentive policy; Talent flow mechanism and Satisfaction of

Talent Enticement Policy are 0.728, 0.776, 0.809, and 0.810 respectively. From the results of data analysis, it can be concluded that there is a significant strong positive correlation between the respective independent variables and the dependent variables, with a confidence level of 99% [18].

Table 4 - Results of Correlation Test

Hypotheses	r**	n
H1: Enticement convenience and the satisfaction of the talent policy.	0.728	136
H2: Material Benefits of talents and the satisfaction of the talent enticement policy.	0.776	
H3: Talent incentive policy and the satisfaction degree of the talent enticement policy.	0.809	
H4: Talent flow mechanism and the satisfaction of the talent enticement policy.	0.810	

** Correlation is significant at the 0.01 level

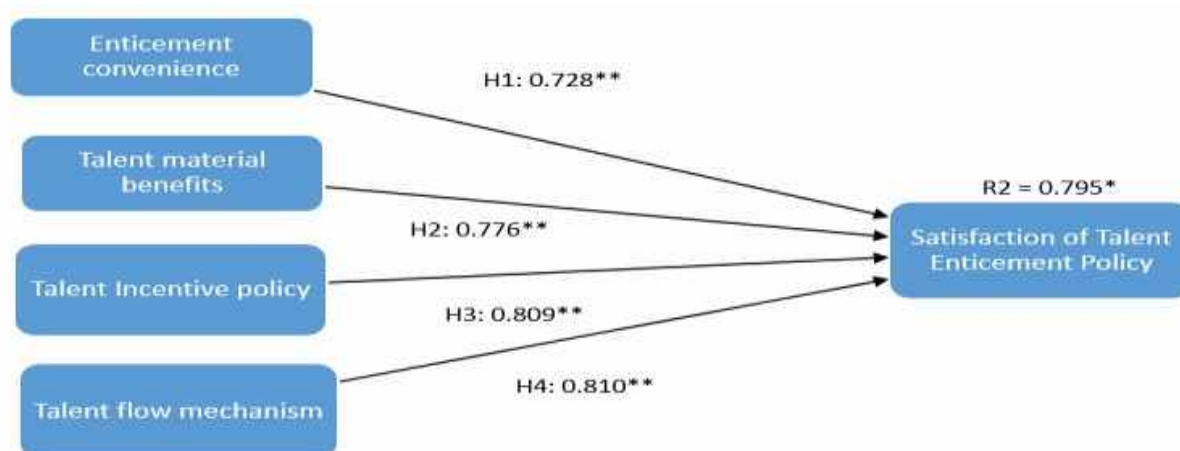
D. Regression Analysis

Table 5 shows that the R-square value of the analysis model is 0.795, which means that the four factors of enticement convenience, material benefits, incentive policy and flow mechanism achieved 79.5% of policy satisfaction. β s of Enticement convenience, Talent material benefits, Talent Incentive policy and Talent flow mechanism are 0.205, 0.161, 0.245 and 0.280 ($p < 0.05$), indicating that the four factors explain the positive effectiveness of the regression equation for policy satisfaction, and its confidence level reaches

95%. As a result, the rank in strength of the positive relationship from linear regression model is the same as the correlation test.

E. Hypothesis Testing by Using Correlation and Regression Analysis

It shows the variables relationship in the previous part. Having combined the outcomes of the correlation and regression models, it will show the outcomes of correlation and regression analysis used to test hypotheses in Figure 4.



Notes:

Correlation Test with ** at 1% significant level ($p < 0.01$).

Regression Model with * at 5% significant level ($p < 0.05$).

Figure 4 – Research Model with Analysis Results

To sum up, in the research hypotheses of this subject, the four hypotheses of the positive relationship between the four factors and satisfaction are established. The strongest positive linear relationship between Talent flow mechanism and the satisfaction of the talent enticement policy (H4) among four factors at 95% confidence level. The specifics are as follows: Table 5 shows.

Table 5 – Result of the Research Hypotheses

Hypotheses	r**	β*	Research Result
H1: Enticement convenience and the satisfaction of the talent policy.	0.728	0.205	Support
H2: Material Benefits of talents and the satisfaction of the talent enticement policy.	0.776	0.161	Support
H3: Talent incentive policy and the satisfaction degree of the talent enticement policy.	0.809	0.245	Support
H4: Talent flow mechanism and the satisfaction of the talent enticement policy.	0.810	0.280	Support

** Correlation is significant at the 0.01 level

** Regression is significant at the 0.05 level

V. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

According to the survey, the most significant variable in the enticement convenience factor and satisfaction is that the "policy attaches importance to the enrolment of children of talents", with a significant correlation coefficient of 0.728, which is a highly correlated relationship. Among the material benefits factor, the variable that has the most significant relationship with satisfaction is "policy values working environment for the talent", with a significant correlation coefficient of 0.776, which is indicate a highly correlated relationship. Some scholars have found that improving the working and living

environment for the talents will improve the satisfaction toward the policy. Among the Incentive Policy factors, the variable "Policy Emphasizes Talent Training" has the most significant relationship with satisfaction, with a significant correlation coefficient of 0.809, which indicates a highly correlated relationship. In its correlation analysis, the significant coefficient between this factor and policy satisfaction is 0.810, showing that there is a high correlation with policy satisfaction, and this variable is also the most significant variable related to satisfaction among all the variables of the flow mechanism factor.

B. Recommendations

With the implementation of the Guangdong-Hong Kong-Macau Greater Bay Area Strategic Plan, the sources and methods of talent will be different from the original enticement model of the traditional Pearl River Delta region. Therefore, it is necessary to break the inherent barriers in policies. This study repeatedly verifies and analyses the design framework and hypothesis and makes following recommendations based on the analysis results.

i) Enhance the Enticement Convenience Measures

Today, when the phenomenon of cross-regional and even cross-country talent flows is



becoming more and more prevalent, it is necessary to effectively attract and retain talents, and to solve their "problems", so that talents can truly "live and work in peace and contentment", the settlement (procedures) and employment of talents' spouses, as well as children's school enrolment are important factors. In terms of children's school enrolment, policies can give appropriate incentives and planning to guide schools to provide convenient and preferential treatment for the enrolment of so-said children. It can also broaden the channels for the enrolment of the children through "enterprise-school cooperation" programs. About the employment of the spouses, it is more difficult to obtain satisfactory results. It is more a matter of a display of a positive attitude and respect to the talents. At the policy level, guaranteeing the settlement of spouses of the talents is a basic prerequisite. Different employment assistance channels or targeted training opportunities can be provided for them. At the same time, relevant overall planning will be given at the level of institutions receiving talents and the level of market employment assistance institutions. Provide personalized convenience and guidance for the employment of talents' spouses and guarantee it from the policy level [19].

ii) Consolidate the basis of material benefits

To further improve the income security of the talents, reflecting the value of talents and enhance their sense of belonging, the government can set minimum income guarantees for various types of talents in terms of housing guarantees, technical allowances, special allowances, and other material benefits from the policy level, while targeting different types of talents with differentiated allowances and relocation allowance.

From the perspective of retaining talents and inspire the enthusiasm of talents, establishing an effective income distribution mechanism for retaining and employing talents is vital. From the policy level, it should guarantee that different types of talents can get rewards that match their contribution and value. The salary system and incentive mechanism such as innovation rewards, social security, medical benefits, etc. need to be constantly refined as needs arise. In addition, according to different types of talents, corresponding social security policies should be formulated for different levels of needs, and truly reflecting the social and market value of talents [20]. Only an effective protective mechanism can better





attract and retain talents and release the true potential of the talents [21].

iii) Improve the Incentive Policy System

Studies have shown that companies tend to focus on the utilization of talents, but ignore training, mainly because of concerns about their investment and cost control and brain drain. Therefore, according to the nature of different positions and professional requirements, the length of training can be stipulated in the policy, while appropriate subsidies can be given to the corporations, the resources of various institutions can be integrated, and active participation should be encouraged.

The establishment of a scientific, sound, and effective talent classification and evaluation mechanism is of great significance to attract, cultivating and retaining talents. It will stimulate innovation, enhance career and business development, and promote enthusiasm among the talents. Continuous progress and comprehensive development can be the force behind talents' continuous learning. The policy formulation is based on the principles of fairness, openness, justice, objectivity, effectiveness, and perpetual improvement. Evaluation indicators should be scientific, as qualitative, and quantitative standards should be consistent; evaluation methods should be holistic, and planning operations should be well-coordinated; evaluation systems should be updated as required, and systems should go hand in hand with the policies [22].

iv) Improve the Level of Flow Mechanism

To unblock talent flow channels, eliminate restrictions on talent flow, break the barriers across the cities and provinces, to start with the reform of household registration and personnel file management system, so that we can develop market supporting service systems, which will encourage personnel agency business, promote talent market information exchange, and advocate that the talents can come and go freely. Only when the channels for the flow of talents are unblocked can it be truly effective to attract talents. The flow of talents does not equate brain drain. It is precisely because of the more comprehensive protection exist that talents can be better retained; on the contrary, if the mechanism is not sound, it is not sufficient to attractive talents in the first place [23]&[24].

To better retain and use talents, it is necessary to effectively integrate protective measures: fair employment, effective reward system, protection of employees' rights and interests and a good working environment. Combining a comfortable living environment with and conducive working mechanism would the cities become places of emotional attachment— a binding reason for the retention of talents. It is imperative for policy makers to constantly update and refine their policies according to regional development and keep up with the changes of the times.

Overall, Zhuhai's talent enticement policy among the interviewees is not only relevant to the research but it also reflects that there is room for improvement in some areas, especially material benefits, and flow mechanism. To improve security is to achieve the purpose of attracting, using, cultivating, and retaining talents well [25].

In terms of policies, we must think globally and integrate them organically. It is wise to steer clear of both isolationism and overall planning, and avoid rushing for quick success, but build long-term mechanisms, pay attention to talent bias, and implement coordinated governance.

C. Limitations and further research

In view of the limitations of this research, it is planned to expand the types of talent categories, types of institutions and the coverage of industries in the follow-up research; in addition, the sample size of this research is 136 samples, and the subsequent research can appropriately increase the number of interviews to improve the accuracy of the research [26].

In the process of the questionnaire survey, the number of individual interviews is far less than the questionnaire feedback from the Internet, and it is impossible to ensure that the interviewees correctly understand the questions and answer truthfully. Therefore, in the follow-up research, try to increase the use of face-to-face interviews to reduce the source of feedback collected online to better ensure the accuracy and completeness of the collected data [27].



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LEVERAGING TECHNOLOGICAL CHANGE FOR STRATEGIC AND SUSTAINABLE PRODUCTIVITY AND GROWTH

By Donna McGeorge

Leaders and managers today find themselves at the forefront of a profound technological revolution that is reshaping industries and organisations. The era of artificial intelligence, Chat GPT, and cyber breaches has arrived, bringing both immense possibilities and daunting challenges. Navigating this ever-changing landscape requires an understanding of how we can embrace technological advancements, safeguard our organisations, think strategically to maximise the potential of these innovations.

Change is a double-edged sword. Technological advancements hold the promise of propelling us forward, revolutionising our processes, and unlocking opportunities. However, they also introduce risks and uncertainties that cannot be overlooked or underestimated. As leaders, we must approach these changes with a balanced mindset – embracing the possibilities while remaining vigilant to potential pitfalls.

This means that cyber security becomes everyone's job, not something left to the IT department as the prevalence of cyber breaches has grown alarmingly, with potentially devastating consequences for



businesses. In Australia alone there are thousands of data breaches every year varying in size and impact, with many large organisations facing extortion at one end and class actions at the other.

Staying ahead in a rapidly evolving technological landscape is essential to drive productivity, safeguard our organisations, and prepare for the future. Artificial intelligence (AI) applications are among the groundbreaking advancements that offer immense potential in these areas. But what do leaders need to know about these technologies, and how can they harness their power to their advantage?

Automation, chat bots, machine learning are already present in organisations and have been for a number

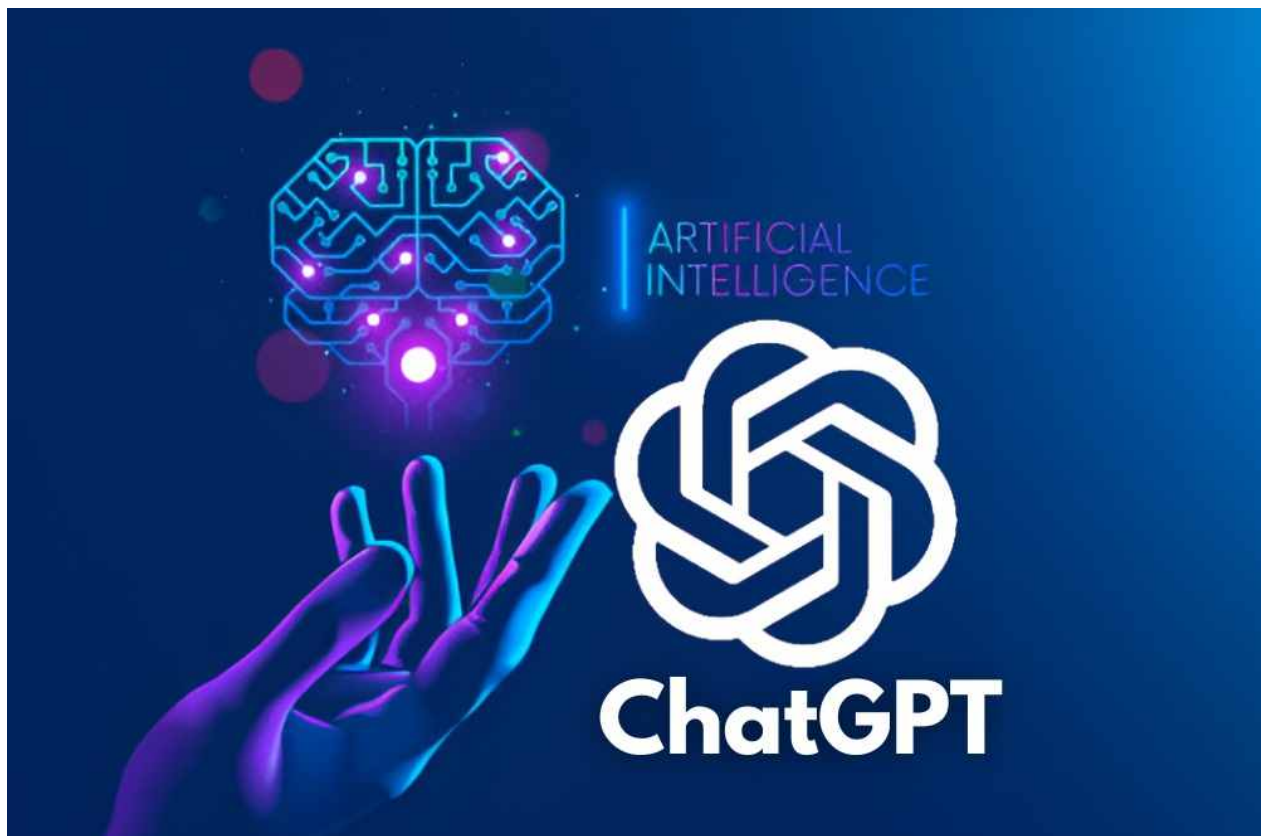


of years. The most common applications include:

1. Virtual Personal Assistants - like Siri, Google Assistant, and Amazon Alexa.
2. Customer Service Chatbots - answering frequently asked questions, troubleshoot issues, and escalate complex problems to human representatives if needed.
3. Recommendation Systems - analysing user behaviour and preferences to provide personalised recommendations for products or content.
4. Fraud Detection - detecting patterns and anomalies in large datasets to identify fraudulent activities.
5. Predictive Analytics - sales forecasting, demand planning, inventory management, and risk assessment.
6. Image and Speech Recognition - facial recognition for identity verification, object detection in security systems, and autonomous vehicles.
7. Smart Manufacturing - monitoring and controlling production lines, predicting maintenance requirements, and improving quality control.
8. Content Generation - generating reports, writing articles, or producing personalised marketing content based on user preferences and data.
9. Supply Chain Optimisation - analysing demand forecasting, inventory management, and logistics optimisation, leading to improved efficiency and cost savings.
10. Healthcare Diagnostics - Medical image analysis, disease diagnosis, and personalised treatment recommendation.

So, the real question is not “if” AI will become part of the way we work, but when.

As a writer focused on productivity, I've had numerous conversations with professionals facing challenges that hinder their best work. From endless meetings and administrative tasks to information overload, these are the roadblocks that prevent us from fully engaging in our core responsibilities. They consume our time, leaving little room for meaningful contributions or achieving a healthy work-life balance.



Enter ChatGPT—a powerful tool that addresses these pain points. Think of it as having a virtual assistant, intern, or support person that helps you breeze through mundane tasks up to 50% faster than before. A study by MIT showed that combining ChatGPT with human input led to productivity gains of 35 to 50%, with a simultaneous improvement in quality by up to 25%. These figures are significant and cannot be ignored.

ChatGPT is a tool that can generate difficult emails, process flow charts, instruction guides, presentation outlines, job descriptions, administrative tasks, and much more. It acts as a virtual librarian, capable of providing information on any topic you ask. With its generative pre-trained transformer (GPT) architecture, it understands and responds to human language in a natural and intuitive manner.

So, there's a lot going on right now.

As leaders, we need to pause, reflect, and re-evaluate our priorities. Are we dedicating enough time and resources to stay informed about technological advancements? Are we equipping our teams with the

necessary training and support to navigate this ever-evolving landscape? Do we have the adaptive capacity to proactively prepare our organisations for the unexpected?

Technological change is relentless, and there's no question that this era of technological change presents leaders and managers with a unique set of challenges and opportunities. The future belongs to those who are willing to adapt, think ahead, and use their time and resources intentionally.

Are you ready to embrace the era of technological change and guide your organisation to new heights?



About The Author

Donna McGeorge is a global authority on productivity, and best-selling author of the "It's About Time" book series. Her latest book, "Join the ChatGPT Revolution" was released in June 2023.



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