

Talent Management for Enterprises in Guangdong–Hong Kong–Macao Greater Bay Area: Analysis of Current Situation and Suggestions for Countermeasures

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Abstract

In response to the above findings, this study concludes that enterprises should strengthen the construction of talent echelon and cultivate talents adapted to the development of the enterprise through the combination of industry-university-research and emphasizing the development of innovation ability. Secondly, enterprises need to build a scientific talent evaluation system, oriented by ability and performance, and utilize talent evaluation techniques to ensure the fairness and accuracy of evaluation. In addition, enterprises should design career development channels to provide employees with opportunities for growth and promotion, as well as improve the working environment and provide competitive compensation and benefits to attract and retain talents. In terms of talent planning, enterprises should adopt a long-term perspective and develop talent planning that meets more than three years of business operation services to cope with the uncertainty of the future market. Finally, enterprises should strengthen communication with employees, establish a transparent feedback mechanism, and enhance employee job satisfaction and loyalty by empowering employees and high-level consensus. These countermeasures help enterprises build an effective talent management system and enhance competitiveness.

Keywords

Talent management; Questionnaire; Situation analysis; Study and suggestions.

1. Introduction

As one of the most open and economically dynamic regions in China, the development of the Guangdong-Hong Kong-Macao Greater Bay Area has been given high priority in the national strategy. In the Outline of the Plan for the Development of Guangdong-Hong Kong-Macao Greater Bay Area, the Chinese government has clearly set out the goals of building an international science and technology innovation center and constructing a modern industrial system with international competitiveness, which cannot be achieved without the support of talents.

Talents are the core resources for promoting regional economic development. In order to achieve high-quality development in the Greater Bay Area, it is necessary to build an effective talent management system, attract and retain high-end talents, and stimulate their innovative vitality. With the acceleration of the regional integration process, the flow of talents is more frequent and enterprises are facing more intense competition for talents. How to optimize talent management strategies and enhance the attractiveness and competitiveness of talents has become the key to the development of enterprises in the Greater Bay Area. It should be noted that there are differences in talent management among different cities and industries,

so in-depth research is needed to identify the problems and put forward targeted countermeasures and suggestions.

This study helps to provide reference and guidance on talent management for enterprises in the Greater Bay Area, and promotes enterprises to improve their talent management level and enhance their core competitiveness. At the same time, it also provides a decision-making basis for the government to formulate relevant talent policies, promotes the optimization of the talent development environment in the Greater Bay Area, and provides strong talent support for regional economic and social development.

2. Literature Review

2.1 Influencing factors of enterprise talent management

In exploring the influencing factors of enterprise talent management, previous literature has provided a multidimensional perspective. Cai Yi-Ying (2020) pointed out that enterprises tend to ignore the importance of human resource planning in talent management and lack a talent resource management model that is compatible with the reform and development of enterprises. In addition, enterprises tend to focus on affairs-centered management rather than people-centered management, which leads to the fact that employees' compensation and benefits cannot be effectively guaranteed, thus affecting employees' work motivation and loyalty. Hou Peijian (2020), on the other hand, emphasized the close connection between human resource management and enterprise economic efficiency, and concluded that scientific and reasonable performance evaluation and modernized talent management are crucial for enhancing employees' work enthusiasm and enterprise economic efficiency. Yin Xiao (2020) analyzes the reasons for talent loss in enterprises, including irregular recruitment management system, unscientific salary management system, and imperfect talent management system, and puts forward countermeasures to improve the management system in order to reduce the rate of talent loss. The above review shows that enterprise talent management is a complex process involving many aspects such as planning, cultivation, motivation and culture construction, which needs to be considered and optimized by enterprises comprehensively.

2.2 The countermeasure research of enterprise talent management

In the research on countermeasures of enterprise talent management, it can be seen that different researchers have proposed strategies to solve the problems of enterprise talent management from multiple perspectives. Yang Ruijuan et al. (2023) emphasized the importance of establishing a performance appraisal and evaluation system and an employee incentive mechanism in their study, arguing that the innovative performance of scientific and technological talents can be improved through job analysis and performance appraisal. Jiang Ke et al. (2023), on the other hand, put forward countermeasures such as updating the concept of talent management and establishing a scientific hiring system in order to promote the development of talent diversity in enterprises through rooted theoretical research. Zhong Yuqing (2024), on the other hand, focuses on the importance of talent resources development and management, and puts forward countermeasures and suggestions including updating the concept of talent resources development and management, and developing scientific incentives in order to improve the development and management of corporate talent resources. Although the focus and methods of researchers have their own emphasis, they all agree on the core position of talent management in enterprise development, and emphasize the role of people-oriented, scientific management and incentive mechanism in enhancing the effectiveness of talent management. Overall, the research on countermeasures for enterprise

talent management emphasizes the importance of systematic, dynamic and individualized approach, aiming to achieve maximum utilization of talent resources and sustainable development of enterprises through comprehensive measures.

3. Methodology

3.1 Questionnaire Research

The questionnaire method is an effective means of obtaining primary data. When designing the questionnaire, it is necessary to ensure that the questions comprehensively cover the key areas of talent management, such as recruitment strategy, employee training, performance appraisal, compensation system, employee satisfaction and brain drain. The questionnaire should contain quantitative questions to facilitate statistical analysis, as well as open-ended questions to collect detailed opinions and feelings from respondents. Distributing the questionnaire through multiple channels, such as an online survey platform, email or social media, can increase response rates and ensure a diverse sample. Questionnaire distribution should target businesses of different sizes, industries and geographic locations to obtain representative data. The collected data are cleaned and coded, and then processed using statistical analysis methods to reveal the current status and problems in talent management of enterprises in the Greater Bay Area. Based on the results of these analyses, enterprises can be provided with targeted talent management countermeasures and recommendations, such as improving the recruitment process, enhancing employee training and development programs, and optimizing the compensation and benefit system, in order to improve talent management efficiency and enterprise competitiveness.

3.2 Data sources

There are three sources of data for this study. (1) Questionnaire survey: by designing and distributing questionnaires, data are collected directly from HR managers, employees and industry experts of companies in the Greater Bay Area. The questionnaires cover talent recruitment, training, performance management, compensation and benefits, and employee satisfaction. (2) Corporate reports and public data: Analyze annual reports, HR reports and public financial statements of corporations to obtain information and data related to corporate talent management. (3) Statistics released by governments and industry associations: Talent statistics, policy documents and industry reports released by government agencies and relevant industry associations in Guangdong-Hong Kong-Macao Greater Bay Area are utilized in order to understand the macro background of regional talent management.

4. Results

4.1 Sample description

In conducting the questionnaire survey to analyze the current situation of talent management in enterprises in Guangdong-Hong Kong-Macao Greater Bay Area, it is crucial to understand the basic situation of the respondents to ensure the accuracy and representativeness of the study. The following is a detailed description of the basic situation of the respondents based on the information provided.

4.1.1 Education

The study found that people with bachelor's degree of education occupy the vast majority, reaching 72.37%. This data shows that people with bachelor's degree are the mainstream

among the respondents, which may reflect the popularity of higher education and the social demand for higher education. This is closely followed by master's degree holders at 15.46%, which shows that a part of the population pursues higher levels of education. Those with tertiary education accounted for 6.84%, while those with doctoral degrees and those with high school and junior college education were relatively small, at 2.46% and 1.37% respectively. The lowest percentage of people with junior high school and below education is 1.50%. This data may imply a positive correlation between the level of education and the level of socio-economic development, i.e., as socio-economic development progresses, people increasingly emphasize education and pursue higher qualifications.

4.1.2 Occupational categories

The study found that the proportion of managerial positions is the highest at 56.22%, which may mean that management personnel occupy a larger proportion of respondents, which may be related to the organizational structure of enterprises and the needs of management. The proportion of professional and technical positions is 20.11%, which indicates that professional and technical personnel also occupy a place in the workplace. The proportion of other positions is relatively small, but covers a wide range of fields, such as sales, business and marketing, which shows the diversity of the job market. It is worth noting that there are multiple “other” options, which could mean that there are many specific or emerging positions in addition to mainstream positions, which may require specific skills or knowledge.

4.1.3 Working life

The study found that the respondents have a wider distribution of years of experience in their current position. There is a portion of people who have worked for less than 2 years, while there is a portion of people who have worked for more than 6 years. Specifically, 4.81% have worked for 2-4 years, 11.33% have worked for 6-8 years, 6% have worked for 8-10 years, and 12% have worked for more than 10 years. This data suggests that a certain percentage of employees have been working in their current position for a longer period of time, which may mean that these employees have gained a lot of experience in their positions or are satisfied with their current work environment.

4.1.4 Categories of positions

The study found that the proportion of enterprise staff is the highest at 28.86%, which may reflect the prevalence of ordinary staff in the enterprise. HR-related positions occupy a larger proportion, such as HR specialist, HR assistant, HR supervisor, etc., which may imply the importance of human resource management in the enterprise. The shareholders and legal representatives of enterprises accounted for 11.22%, which may indicate that a part of the respondents are in decision-making roles in enterprises. The percentage of other positions is relatively small, but covers a wide range of fields, which shows the diversity of positions in the workplace.

4.1.5 Gender

The study found that the percentage of males is slightly higher than that of females, 51.85% and 48.15% respectively. This figure shows that there is a relatively balanced gender distribution among the respondents, with no obvious gender differences. This balanced gender ratio may help enterprises achieve gender equality in recruitment and promotion. Summarizing the above analysis, we can see that education level, job distribution, years of working experience in the job, job distribution and gender distribution all show their own characteristics. In terms of education level, the prevalence rate of bachelor's degree is the highest, showing that society attaches importance to higher education. In terms of job

distribution, management positions and professional and technical positions occupy a larger proportion, reflecting the demand of enterprises for management and technical talents. The distribution of job years shows the stability and experience accumulation of employees in their positions. The distribution of job positions has a higher proportion of HR-related positions, showing the importance of human resource management. The gender distribution is relatively balanced, which helps enterprises realize gender equality. These data not only reflect the current situation of the workplace, but also provide enterprises with a perspective to understand the structure and needs of their employees, which helps them to make more targeted decisions in human resource management, training and development.

4.2 Analysis on the Current Situation of Enterprise talent

In response to the analysis of the questionnaire results, the study found that there are some commonalities and differences in talent management and development among enterprises. Most enterprises are more concentrated in the application of talent assessment techniques, especially in social recruitment and employee quality assessment. In solving the problem of lack of talent, enterprises generally emphasize on increasing compensation and benefits and improving the working environment. The time horizon of talent planning is mostly concentrated within three years, which may be related to the rapid changes in the market and enterprises' consideration of future uncertainty. In terms of talent evaluation criteria, enterprises are more inclined to be competence- and performance-oriented, while focusing on the evaluation system and the application of technology. In terms of talent management practices, companies invest more in senior team building, core technical talent training, management execution improvement and employee career development channel design. The results of these analyses provide valuable references for enterprises, which help optimize talent management strategies and enhance the competitiveness of enterprises.

In addition, enterprises have different practices and focuses in talent development, management, training, process systems, income distribution and performance management. Most enterprises have established certain talent management strategies and invested more resources in talent echelon construction, innovation capacity development, talent training and performance management. In terms of talent management process and system, enterprises have shifted from relying on experience management to more standardized and institutionalized management. In terms of income distribution, enterprises pursue a balance between efficiency and fairness, while focusing on the actual contribution and performance of employees. The results of these analyses provide valuable references for enterprises, which help optimize talent management strategies and enhance their competitiveness.

Interestingly, this study found that firms have adopted diverse strategies for improving employee retention, setting talent standards, valuing talent, and providing opportunities for work experience. Most firms have recognized the importance of creating a positive work environment, providing learning and growth opportunities, and leadership role modeling for employee retention. At the same time, companies have demonstrated a positive attitude toward clarity of talent standards and valuing talent. When it comes to providing opportunities for work experience, companies tend to empower their employees, gain senior-level support, and respect the principle of employee voluntarism. These strategies and practices help companies build a more stable and efficient talent pool. However, there are also some enterprises that are deficient in talent standards and talent inventory work, which require more attention and improvement in their future talent management.

In addition, organizations have different approaches and focuses on employee development, succession planning, talent development challenges, talent inventory tools, and the nature of the business. Most companies have implemented or are in the process of building succession plans, recognizing the importance of succession planning in talent management. In terms of

employee development methods, companies tend to enhance employee capabilities through internal training, job rotation and external seminars. In terms of talent development, the biggest challenge companies face is talent recruitment and retention. In the selection of talent inventory tools, enterprises prefer to use HR internal management and assessment tools. In terms of enterprise nature, state-owned enterprises and private enterprises occupy a larger proportion, which may be related to the resources and policy support for talent management in these enterprises. The results of these analyses provide valuable references for enterprises, which help optimize their talent management strategies and enhance their competitiveness.

4.3 Identification of enterprise talent management problems

Synthesizing the survey results, the study found that there are some commonalities and differences in talent management and development among enterprises. Most enterprises have recognized the importance of compensation and benefits in attracting and retaining talent and have adopted diverse strategies in talent management. In terms of the stage of talent management, many enterprises are still in the transactional and process-oriented management stage, and only a few enterprises have realized strategic talent management. In terms of the characteristics of talent development system, enterprises generally attach importance to individual and organizational co-development, business orientation and agile innovation. In solving the problem of lack of talent, enterprises generally believe that improving compensation and benefits and improving management level are the most effective measures. In terms of talent demand, what enterprises need most are senior management and professional and technical personnel. The results of these analyses provide valuable references for enterprises, which help optimize their talent management strategies and enhance their competitiveness.

In addition, this study found that companies have different approaches and focuses on the target of talent management, influencing factors, recognition of importance, inventory tools, definition of talent, and development system models. Most companies have recognized the importance of talent management and have invested more attention in the development of core employees, management and potential leaders. Corporate culture, market factors and talent allocation are important factors affecting talent management. In the selection of talent inventory tools, enterprises prefer to use internal HR departments to conduct talent inventory and management. In the definition of talent, enterprises attach more importance to high potential, high ability and management staff. In the mode of talent development system, enterprises tend to develop talents through job and echelon construction, and also focus on the common development of individuals and organizations. The results of these analyses provide valuable references for enterprises, which help optimize their talent management strategies and enhance their competitiveness.

5. Conclusion

5.1 Research conclusions

Through an in-depth analysis of the current situation of talent management among enterprises in Guangdong-Hong Kong-Macao Greater Bay Area, this study finds that enterprises generally recognize that talent is the key to core competitiveness, but they still face a number of challenges in actual management, such as salary competitiveness, employee development and retention issues. Enterprises mostly adopt transactional and process-oriented management in talent management, while strategic talent management is not yet common. The talent development system needs to emphasize the joint growth of individuals and the organization, and focus on business orientation and innovation. In order to solve the talent shortage problem, companies need to improve compensation and benefits,

strengthen training investment, and improve the working environment. Successful implementation of talent management requires a high level of commitment from the leadership of the organization and close integration with corporate culture, market factors and government policies. In addition, companies should adopt diverse talent inventory tools, clarify the definition of talent, and establish a job-based talent pipeline.

5.2 Policy suggestion

In response to the above findings, this study concludes that enterprises should strengthen the construction of talent echelon and cultivate talents adapted to the development of the enterprise through the combination of industry-university-research and emphasizing the development of innovation ability. Secondly, enterprises need to build a scientific talent evaluation system, oriented by ability and performance, and utilize talent evaluation techniques to ensure the fairness and accuracy of evaluation. In addition, enterprises should design career development channels to provide employees with opportunities for growth and promotion, as well as improve the working environment and provide competitive compensation and benefits to attract and retain talents. In terms of talent planning, enterprises should adopt a long-term perspective and develop talent planning that meets more than three years of business operation services to cope with the uncertainty of the future market. Finally, enterprises should strengthen communication with employees, establish a transparent feedback mechanism, and enhance employee job satisfaction and loyalty by empowering employees and high-level consensus. These countermeasures help enterprises build an effective talent management system and enhance competitiveness.

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