

The Hong Kong Jockey Club Community Project Grant - Glocal Leader Academy Research Report

1. Introduction

The "Glocal Leader Academy" is designed to train young people in Hong Kong to equip with necessary skills and knowledge that can contribute to the future society.

In this research, we've collected data from over 300 benefactrices (18-29 years old), and representatives from more than 100 organizations. With the data and finding in the research, we can know about what skills would be more demanded in the society, and design related and effective training in the "Glocal Leader Academy" programme.

This report presents statistics on the human capital of various industries and the employers' preference toward job seekers' qualities and skills. These statistics serve as indicators of the trend of skills training and talent management strategies in the labor market. It should be noted that since the statistics quoted in this report do not cover all the industries in Hong Kong, the total figures related only to those industries covered in the survey.

The report also presents statistics on the job conditions of working adults and job expectation of students and working adults, based mainly on the findings of the Job Expectation Survey conducted by VolTra. These statistics help audience to understand the current local labour market condition, and current and future employees' expectation toward an ideal job. It should be noted that since the statistics quoted in this report do not cover all the industries in Hong Kong, the total figures related only to those industries covered in the survey.

2. Survey Methodology

Participants

A total of 147 employers (mean [*M*] age = 38.67 years, standard deviation [*SD*] = 9.57, range = 20 – 65; 50.34% female) who were eligible to make recruitment decision took part in this survey and completed the online questionnaire during mid-November and mid-December 2021. Majority of the participants (92.52%) completed bachelor's degree or above.

They had been working in current companies for 6.46 years on average (*SD* = 5.73), and about 40.82% of them expected to continue their work in current companies for more than three years. They had to provide direct supervision to 12.15 subordinates on average (*SD* = 18.59).

Table 2.1 Demographic Statistics of the Participants (*N* = 147)

	Mean (<i>SD</i>) or %
Age	38.67 (9.57)
Gender (= female)	50.34
Education	
Secondary or below	6.80

Undergraduate	46.26
Postgraduate	46.94
Position	
Owner and shareholders	19.05
Director, manager, and department head	64.63
Project manager	12.24
Others	4.08
Years been in current company	6.46 (5.73)

For the students and working adults ("Glocal Leader Academy" benefactories), a total of 309 people (mean [*M*] age = 22.37 years, standard deviation [*SD*] = 4.13, range = 16 – 41; 74.76% female) took part in this survey and completed the online questionnaire during the end of November and December 2021.

About a half of the participants were students (52.75%), and one third of them were paid employees (31.39%), and the rest were job-seeker during the time of data collection (15.86%).

Table 2.2 Demographic Statistics of the Participants

	Employed (<i>n</i> = 97)	Jobseeker (<i>n</i> = 49)	Student (<i>n</i> = 163)
	<i>M</i> (<i>SD</i>) / %	<i>M</i> (<i>SD</i>) / %	<i>M</i> (<i>SD</i>) / %
Age	24.87 (3.87)	25.39 (4.09)	19.98 (2.51)
Gender (= female)	75.26	69.39	76.07
Education			
Secondary or below	8.25	2.04	33.74
Undergraduate	84.53	91.84	65.03
Postgraduate	7.22	6.12	1.23

Procedure

Employers who were eligible to make recruitment decision were invited to take part in this survey. Participant recruitment was undertaken through the human resources departments of organizations and promotion flyer. Invitation emails were sent to the human resources department of corporations and companies in Hong Kong. An invitation email, along with an online questionnaire link, was distributed to the target employers.

Informed consent was obtained from all participants prior their participation. The participants were informed about the nature and purpose of this study. All their participation was voluntary and no financial incentive was given.

For employees, people who aged 16 years older were invited to take part in this survey. Participant recruitment was undertaken through the committee members of student societies, the human resources departments of organizations, and promotion flyer. Invitation emails were sent to the

committee members of student societies in local universities and the human resources department of corporations and companies in Hong Kong.

An invitation email, along with an online questionnaire links, was distributed to the targeted participants.

Informed consent was obtained from all participants prior to their participation. The participants were informed about the nature and purpose of this study. All their participation was voluntary, and no financial incentive was given.

3. Employer's Data and Findings

1. Overview of Companies

Majority of participants were working in social services (36.05%), education (12.93%), and financial or commercial related industries (12.24%). About 59.84% business were small and medium-sized enterprises, which employ fewer than fifty employees.

Table 3.1. Overview of Companies Included in the Survey ($N = 147$)

	Mean (<i>SD</i>) or %
Company industry	
Social services	36.05
Education	12.93
Financial, commercial, and professional services	12.24
Design, and digital creative	5.44
Information technology	5.44
Wholesale, retail, trading	4.08
Architecture, interior design	3.40
Others ^a	20.41
Business nature	
Registered business and company	38.10
Charitable organization	25.85
Social welfare organization	19.05
Social enterprise	11.56
Others ^b	5.44
Years since establishment	18.59 (14.01)
Number of employees	
1 – 9	24.41
10 – 49	35.43
50 – 99	7.87
100 – 200	13.39
200 – 500	18.90

^a Other industries included event planning, beverage, tourism, insurance, human resource, property management, and etc. ^b Other business nature included educational institution, statutory bodies, and public services.

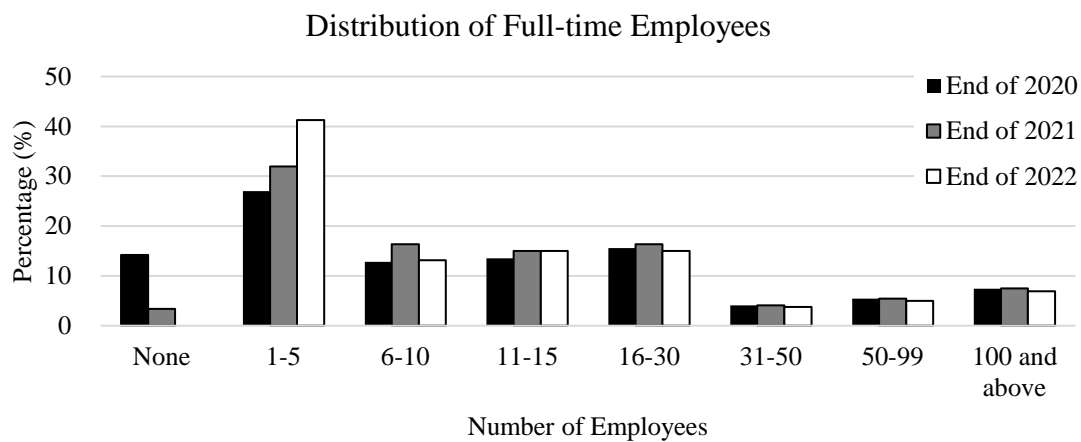
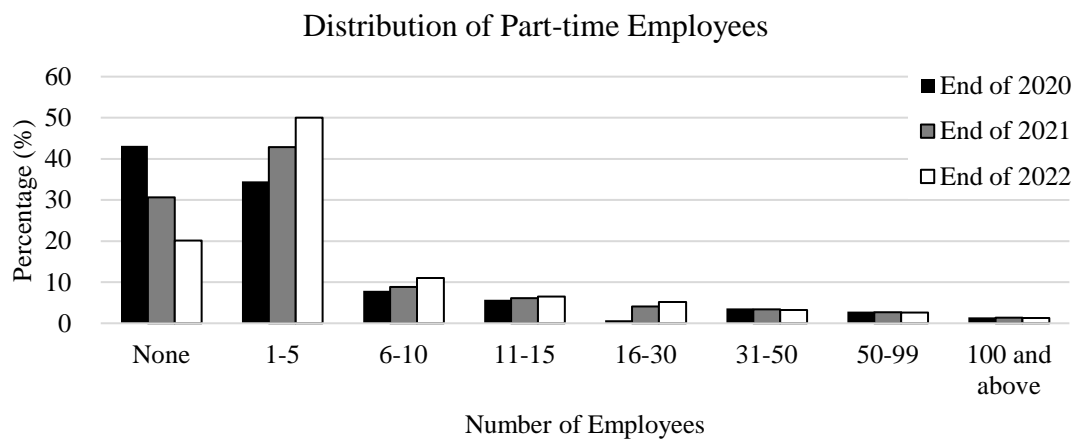
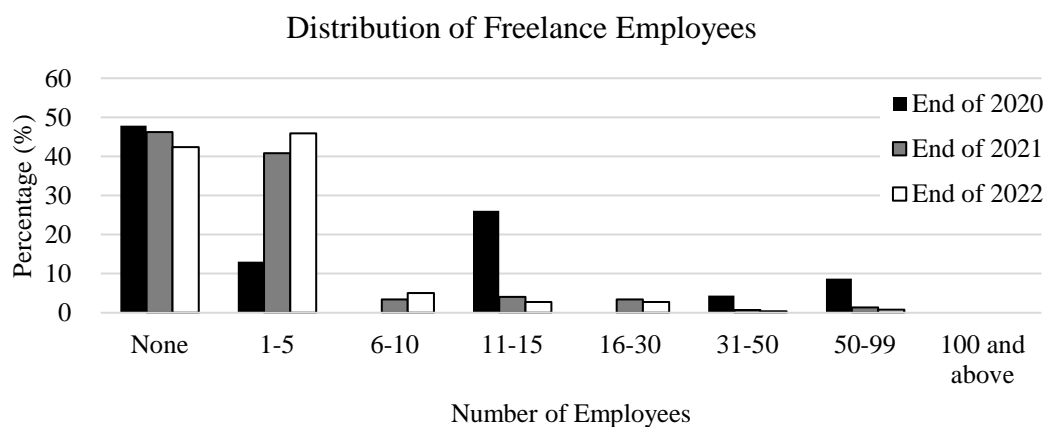
2. Employment Situation

2.1. Size Change in of Salaried Personnel Types

A comparison of the employment figures by salaried personnel types is detailed in Table 3.2 and illustrated in Figures 1a – 1c. It is expected that there is a decrease in the number of full-time employees in the companies. For example, the proportion of six and above full-time employees is expected to be reduced from 64.63% at the end of 2021 to 58.64% at the end of 2022. Such reduction in employment of full-time salaried personnel is expected to be compensated by the employment of part-time and freelance employees, as reflected in the shifts to larger size of part-time and freelance employees.

Table 3.2. Numbers of Employees by Salaried Personnel Types

	End of 2020	End of 2021	End of 2022 (Projected)
Numbers of employees	%	%	%
<i>Full-time</i>			
None	14.19	3.40	0.00
1 – 5	27.03	31.97	41.25
6 – 10	12.84	16.33	13.13
11 – 15	13.51	14.97	15.00
16 – 30	15.54	16.33	15.00
31 – 50	4.05	4.08	3.75
50 – 99	5.41	5.44	5.00
100 and above	7.43	7.48	6.88
<i>Part-time</i>			
None	43.17	30.61	20.13
1 – 5	34.53	42.86	50.00
6 – 10	7.91	8.84	11.04
11 – 15	5.76	6.12	6.49
16 – 30	0.72	4.08	5.19
31 – 50	3.60	3.40	3.25
50 – 99	2.88	2.72	2.60
100 and above	1.44	1.36	1.30
<i>Freelance</i>			
None	47.83	46.26	42.41
1 – 5	13.04	40.82	45.91
6 – 10	0.00	3.40	5.06
11 – 15	26.09	4.08	2.72
16 – 30	0.00	3.40	2.72
31 – 50	4.35	0.68	0.39
50 – 99	8.70	1.36	0.78
100 and above	0.00	0.00	0.00

Figure 1a**Figure 1b****Figure 1c****Figures 1a – 1c.** Distributions of Numbers of Employees by Salaried Personnel Types

2.2. Age Distribution of Different Salaried Personnel Types

There was a noticeable change in the age distribution in full-time employees. The proportion of full-time employees aged 15 to 29 years was increased from 30.78% at the end of 2020 to 31.51% at the end of 2021. As shown by the figure change in proportion of full-time employees aged 45 years and above, such increase may due to the retirement of older full-time employees.

Companies might thereby adopt short-term salaried types including part-time and freelance employment, and employed younger employees in order to sustain the manpower due to retirement and to prevent potential loss.

Table 4.1. Age Distribution of Different Salaried Personnel Types

	End of 2020	End of 2021
Age group	%	%
Full-time		
15 – 29	30.78	41.51
30 – 44	39.91	40.23
45 – 59	25.49	16.09
60 and above	3.83	2.18
Part-time		
15 – 29	59.69	56.77
30 – 44	25.69	27.72
45 – 59	9.35	12.10
60 and above	5.28	3.41
Freelance ^a		
15 – 29		61.60
30 – 44		29.83
45 – 59		8.29
60 and above		0.27

^a The age distribution of freelance employees in 2020 was not measured in this survey.

2.3. Tasks Done by Part-time and Freelance Employees

The tasks often require part-time and freelance personnel to complete were listed in Tables 5.1 – 5.3. Those tasks were often related to creative media category, such as photography and filming, video editing and production. Such tasks often requires advanced and professional knowledge and skills in specific fields. Those knowledge and skills were seldom regarded as recruitment criterion for full-time employees who mainly responsible for regular tasks.

Table 5.1 The Top 10 Tasks Often Done by Part-time and Freelance Employees in 2020

	%
Photography, filming	28.13
Video editing	25.00
Video/ animation/ microfilm production	17.19
Interest class tutor	14.06
Graphic design (e.g. poster, illustration, logo)	13.28
Social media editor	12.50
Administrative assistant	11.72
Programme planning	11.72
Social media graphic design	9.38
Customer service	8.59

Table 5.2 The Top 10 Tasks Often Done by Part-time and Freelance Employees in 2021

	%
Photography, filming	41.23
Video editing	36.84
Video/ animation/ microfilm production	26.32
Graphic design (e.g. poster, illustration, logo)	22.81
Webpage design	19.30
Social media editor	16.67
Interest class tutor	16.67
Marketing	15.79
Publication design (e.g. pamphlet)	14.91
Programme planning	14.04

Table 5.3 The Top 10 Tasks Expected Often Done by Part-time and Freelance Employees in 2022

	%
Photography, filming	28.13
Video editing	25.00
Video/ animation/ microfilm production	19.53
Social media editor	14.06
Programme planning	13.28
Webpage design	12.50
Graphic design (e.g. poster, illustration, logo)	12.50
Interest class tutor	12.50
Marketing	11.72
Event host	11.72

2.4. Salary Rate of Different Salaried Personnel Types

The median monthly salary for a full-time job was \$22,500, and that for a part-time job was \$7,500. The median hourly salary for a freelance job was \$150.

Table 6.1 Monthly Salary for A Full-time Job

	%
\$10,000 – 14,999	5.43
\$15,000 – 19,999	27.13
\$20,000 – 24,999	30.23
\$25,000 – 29,999	15.50
\$30,000 – 34,999	7.75
\$35,000 – 39,999	6.98
\$40,000 – 44,999	0.27
\$45,000 or above	6.20

Table 6.2 Monthly Salary for A Part-time Job

	%
\$1 – 2,499	5.56
\$2,500 – 4,999	18.89
\$5,000 – 9,999	30.00
\$10,000 – 14,999	26.67
\$15,000 – 19,999	14.44
\$20,000 – 24,999	3.33
\$25,000 – 29,999	1.11

Table 6.3 Hourly Salary for A Freelance Job

	%
\$30 - 59	7.58
\$60 - 99	36.36
\$100 - 199	31.82
\$200 - 299	10.61
\$300 - 499	4.55
\$500 - 999	9.09
\$30 - 59	7.58

3. Recruitment

3.1. The Ways to Recruit Potential Employees

The companies utilized various platforms to recruit potential employees of different salaried personal types. Full-time employees were often recruited through the job posts on company website, recruitment website, and referral by existing employees. Similar approaches were also used for part-time recruitment. However, freelance employees were more likely recruited through referral by existing employees, second by company website, recruitment website, and social media.

Table 7. The Ways Often Used to Recruit Potential Employees of Different Salaried Personnel Types

	Full-time	Part-time	Freelance
	%	%	%
Company website	63.28	50.00	26.56
Recruitment website (e.g. LinkedIn, JobsDB)	60.16	42.19	25.78
Employee referral	40.63	39.84	49.22
Social media (e.g. Facebook, Twitter)	28.91	22.66	27.34
Internship	21.88	21.09	18.75
Head-hunter, recruitment agency	19.53	10.16	5.47
Labour Department employment service / job centre	15.63	14.06	8.59
Newspaper / magazine	15.63	10.16	1.56
University job expo	8.59	4.69	1.56
Mass job expo	2.34	2.34	1.56

3.2. The Ideal Qualities of Employees

Participants were asked to rate a list of twenty-eight qualities that they believed would increase the chance of being hired as a full-time employee as well as a part-time or freelance employee. A seven-point Likert scale (1 = *strongly disagree* to 7 = *strongly agree*) was adopted. A higher score indicates that the quality is perceived as much valuable for getting hired. The results were summarized in Table 8.

Consistent finding patterns were observed across the different salaried personnel types. Specifically, being responsible, adaptable, flexible, independent, and proactive in learning were considered as more favourable qualities for being successfully hired.

Table 8. The Qualities Believed to Increase the Chance Being Hired

	Full-time		Part-time /freelance	
	Mean	(SD)	Mean	(SD)
Be responsible	6.03	(1.01)	5.65	(0.99)
Proactive in learning new things	6.02	(0.97)	5.52	(1.05)
Be adaptable and flexible	5.98	(0.86)	5.73	(0.96)
Able to work independently	5.94	(1.03)	5.72	(1.03)
Able to propose creative and insightful ideas	5.86	(0.91)	5.49	(1.17)
Excellent verbal expression	5.83	(0.83)	5.57	(0.87)
Be empathetic	5.77	(0.91)	5.45	(1.08)
Multi-tasking	5.74	(1.14)	5.60	(1.02)
Be open to criticism	5.74	(0.91)	5.55	(0.96)
Be meticulous	5.72	(0.97)	5.52	(0.97)
With penetrative sense of crisis	5.72	(0.86)	5.29	(0.92)
Be warm and congenial	5.70	(1.05)	5.44	(0.93)
Strong analytical skills	5.69	(0.93)	5.49	(0.96)
Higher language proficiency	5.66	(0.96)	5.36	(0.99)
Able to lead the team to achieve goals	5.63	(0.99)	5.09	(1.18)
Be persuasive	5.31	(1.03)	5.19	(0.93)
Knowledgeable on industry	5.29	(1.01)	5.18	(1.10)
Familiar with various cultures	5.24	(0.93)	5.06	(1.11)
At least 1-year working experience	5.03	(1.25)	4.99	(1.18)
Immediately available to work	5.00	(1.06)	5.35	(1.18)
Bachelor's degree or above	4.96	(1.20)	4.66	(0.99)
Willing to sign a long-term contract	4.58	(0.98)	4.35	(1.02)
Able to fit in a team	4.56	(1.58)	4.33	(1.51)
Be organised	4.54	(1.49)	4.27	(1.42)
Good at managing interpersonal conflicts	4.34	(1.49)	4.01	(1.44)
Higher self-confidence	4.25	(1.52)	4.13	(1.36)
Young	4.22	(1.07)	4.32	(0.98)
Willing to work overtime	3.89	(1.31)	3.65	(1.33)

3.3. Difficulties in Hiring Process

Participants were asked to rate a list of eighteen difficulties that they have encountered during the hiring process. A five-point Likert scale (1 = *never* to 5 = *always*) was adopted. A higher score indicates that the difficulty is frequently encountered. The results were summarized in Table 9. The most often reported difficulties included shortage of suitable candidates ($M = 3.28$, $SD = 1.02$), candidates lacking of relevant experience ($M = 3.19$, $SD = 0.93$), and lacking of relevant skills ($M = 3.12$, $SD = 0.93$).

Table 9. Frequency of Difficulties Encountered in Recruitment

	Mean	(SD)
Shortage of suitable candidates	3.28	(1.02)
Candidates lack of relevant experience	3.19	(0.93)
Candidates lack of relevant skills	3.12	(0.93)
The requested salary exceeds the budget	3.00	(0.99)
High turnover rate of new employees	2.88	(1.01)
Insufficient endorsements of relevant skills on current market	2.58	(1.10)
No proper trainings for new employees	2.57	(1.03)
A muddled in-house human resources management	2.45	(1.07)
Not sure where to recruit the freelancer(s)	2.39	(1.11)
Candidates hesitate to work in the holidays	2.34	(1.09)
Candidates think that the working hours are too long/ lots of overtime work is required	2.30	(1.13)
No young applicants (aged less than 30 years) willing to enter the industry	2.11	(1.18)
Candidates refuse to working directly with customers	1.96	(1.04)
Candidates hesitate to work in shifts	1.94	(1.13)
Candidates refuse to promote sales	1.92	(1.11)
Candidates hesitate to work outside office	1.92	(1.10)
A frustrating social image of position (e.g. low-paying, little opportunities for advancements)	1.80	(1.02)
Lots of manual labour is required	1.79	(1.03)

4. On-Job Training

About 83.64% participants reported that there were no any on-job training provided in their companies. The lack of on-job training may lead to a lower competence of workers, and thus a lower competitive capacity of the company in face of the ever-changing world.

Among those companies which had provided on-job training, training on leadership (50.00%) was often reported, second by interpersonal skills (28.18%).

Table 10. On-Job Training Provided in Companies (*N* = 24)

	%
Leadership / team building	50.00
Communication / interpersonal skills	28.18
Industry overview	22.73
Customer services	20.91
Marketing skills	20.00
Event planning	17.27
Certificated proficiency training	14.55
Public speaking	13.64
Languages	10.91
Advanced/ specific IT skills	9.09

4. Employee's Data and Findings

1. The Conditions of Employees

1.1 Overview

The surveyed employees were mainly working social services (17.53%), education (13.40%), and design related industries (8.25%). Majority of them had no need to supervise any subordinate (81.44%).

Table 11. The Working Industries of Sampled Employees ($N = 97$)

	<i>M (SD) / %</i>
Social services	17.53
Education	13.40
Design, and digital creative	8.25
Financial, commercial, and professional services	6.19
Wholesale, retail, trading	6.19
Catering	5.15
Information technology	5.15
Event planning	4.12
Tourism	4.12
Others ^a	29.90

^a Other industries included interior design, insurance, human resource, property management, and etc.

1.2 Employment Condition

Among the survey employees, 55.65% were full-time workers and 45.36% were part-time or freelance workers. They had been working in their companies for 1.28 years ($SD = 1.25$).

On average, the weekly working hour of full-time employees was 44.21 hours ($SD = 5.39$; range = 35 – 74), which was a double of that for part-time employees. The median monthly salary for a full-time employee was \$17,500, and that for a part-time employee was \$7,500.

In term of fringe benefits, a half of full-time employees were given with medical allowance (50.94%). Some full-time employees also had insurance plan (18.87%) and transportation allowance (11.32%) from their companies. However, the fringe benefits for part-time employees were limited. About 75.00% part-time had no fringe benefits, which was 2.21 times of the percentage of full-time employees received no fringe benefits (33.96%). In addition, most full-time employees enjoyed 10.26 days of paid annual leave ($SD = 5.88$, range = 0 – 20).

The Generic Job Satisfaction Scale¹ (Macdonald & MacIntyre, 1997) was used to assess the job satisfaction among those surveyed employees. Moderate level of job satisfaction was reported, with mean score of 3.49 ($SD = 0.72$, range 1 – 5). However, statistical analysis revealed that the job satisfaction of part-time employees was significantly higher than that of full-time employees ($M_{Diff.} = 0.37$, $SE = 0.14$, $p = 0.01$).

Table 12. The Employment Conditions of Survey Employees

	Full-time ($n = 53$)	Part-time ($n = 44$)	Overall	
	$M (SD) / \%$	$M (SD) / \%$	$M (SD) / \%$	p^a
Age	25.58 (3.80)	24.00 (3.82)	24.87 (3.87)	0.04
Working year	1.44 (1.50)	1.08 (1.12)	1.28 (1.35)	0.19
Weekly working hour	44.21 (5.39)	23.11 (14.24)	33.15 (15.45)	<.001
Monthly salary				
5,000 - 9,999	2.00	77.14	32.90	—
10,000 - 14,999	30.00	14.29	23.50	—
15,000 - 19,999	42.00	5.714	27.10	—
20,000 - 24,999	20.00	2.86	12.90	—
25,000 - 29,999	2.00	—	1.20	—
30,000 - 34,999	4.00	—	2.40	—
Fringe benefits				
Medical allowance	50.94	4.55	29.90	—
Insurance plan	18.87	2.27	11.34	—
Transportation allowance	11.32	6.82	9.28	—
Scholarship for further study	7.55	0.00	4.12	—
Meal allowance	1.89	2.27	7.22	—
Others	9.43	6.82	8.25	—
Annual leave	10.26 (5.88)	0.83 (2.77)	6.06 (6.68)	<.001
Job satisfaction	3.32 (0.79)	3.69 (0.58)	3.49 (0.72)	0.01

^a The difference between full-time and part-time employees on each employment condition was examined using independent t -test, and p -value greater than 0.05 indicated a significant difference between full-time and part-time employees on that employment condition.

¹ The Generic Job Satisfaction Scale (Macdonald & MacIntyre, 1997) consists of 10 items to assess employees' job satisfaction. Sample items include "I feel good about my job", "I feel good about working at this company", and "I receive recognition for a job well done". Participants were asked to rate each item on 5-point Likert scale (1 = *strongly disagree*, 5 = *strongly agree*). Higher score denotes higher job satisfaction. The Cronbach's alpha was 0.91.

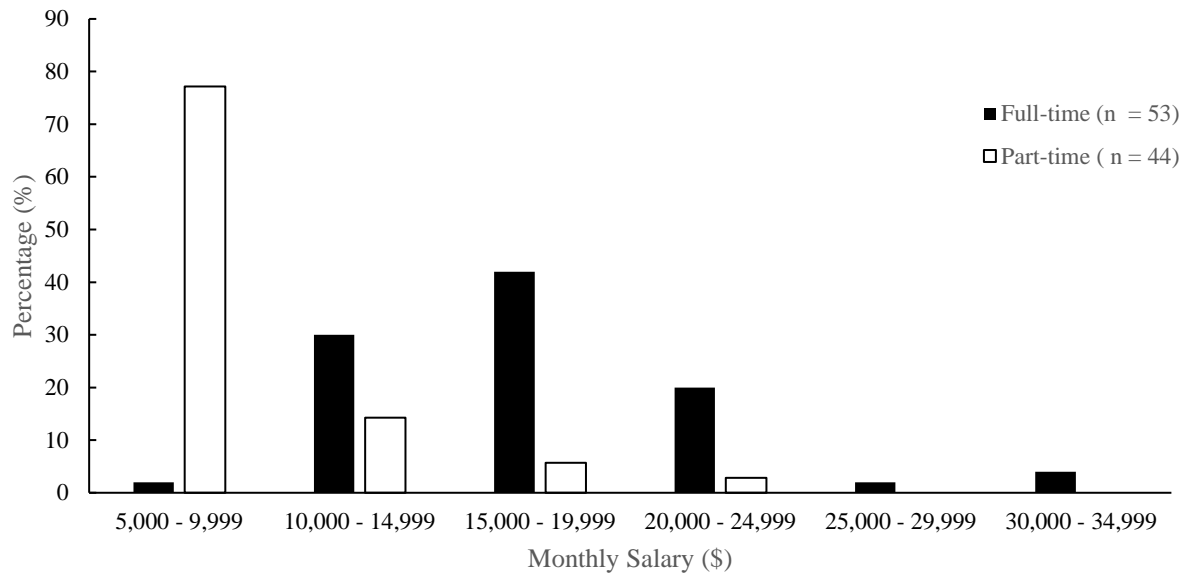


Figure 2.1 The Monthly Salary of Employees ($N = 97$)

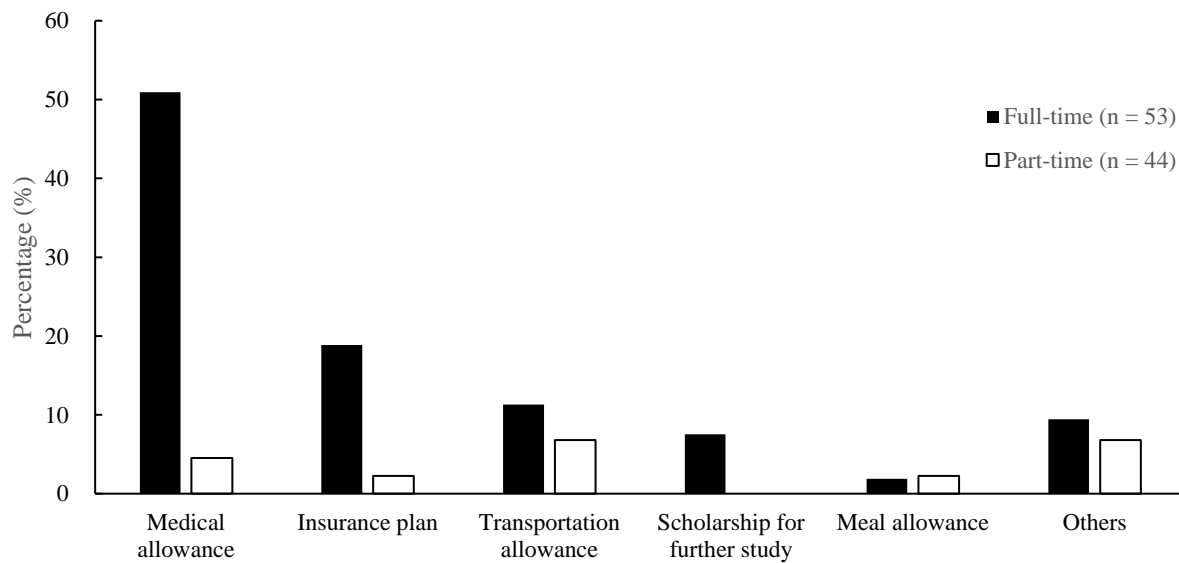


Figure 2.2 The Fringe Benefits of Employees ($N = 97$)

1.3 Resignation Trend

About 68.04% surveyed employees reported that they would resign from the current jobs within 1 years. There was no significant difference of expected years staying in current company between full-time and part-time employees ($\chi^2(3) = 0.04, p = 1.00$).

Table 13. The Expected Years to Stay in Current Company

	Full-time (<i>n</i> = 53)	Part-time (<i>n</i> = 44)	Overall
	%	%	%
Less than 1 year	67.92	68.18	68.04
1 – 2 years	22.64	22.73	22.68
2 – 3 years	1.89	2.27	2.07
More than 3 years	7.55	6.82	7.22

When asked about the reasons for their resignation, majority of the surveyed employees (68.18%) stated that seeking for a better-suited job was their prioritized reason. About a half of full-time employees (50.00%) also considered lacking promotion or development opportunity as the second highest reason to quit their job. Similarly, part-time employees also considered lack of promotion or development opportunity as their third highest reason to quit.

Table 14. Reasons for Resignation

	Full-time (<i>n</i> = 53)	Part-time (<i>n</i> = 44)	Overall
	%	%	%
Looking for a better-suited job	68.75	67.50	68.18
Lack of opportunity for promotion / development	50.00	22.50	37.50
Low salary	35.42	30.00	32.95
Contract is about to expire	22.92	12.50	18.18
Lack of fringe benefits	22.92	2.50	13.64
Long / unstable working hour	20.83	10.00	15.91
Heavy workload	18.75	5.00	12.50
Poor relationship with supervisor / colleagues	14.58	2.50	9.09
Bad working environment	14.58	2.50	9.09
Current job / project is coming to an end	12.50	2.50	15.91
Employer asking to quit	4.17	0.00	2.27
Family / health reasons	4.17	0.00	2.27
Can only work during certain hours	2.08	12.50	6.82

2. Ideal Employment Conditions

2.1 Criteria for Ideal Job

All participants were asked to rate a list of criteria that they considered as important for an ideal job. A five-point Likert scale (1 = *least important* to 5 = *extremely important*) was adopted. A higher score indicates that the criterion was perceived as much important for an ideal job. The results were summarized in Table 15.

Most participants (i.e., >89%) considered having good relationships with their colleagues and supervisor as important criteria for an ideal job. Followed to the good relationship, jobs that can facilitate personal development and provide a sense of accomplishment were also favourable. Apart from that, a decent salary rate and company's responsiveness towards employees' needs were regarded as one of top important criteria.

Table 15. Criteria for An Ideal Job

	Employed (<i>n</i> = 97)	Job seeker (<i>n</i> = 49)	Student (<i>n</i> = 163)	Overall (<i>N</i> = 309)	
	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)	% (score ≥ 4)
Good relationship with colleagues	4.34 (0.87)	4.41 (0.89)	4.34 (0.74)	4.35 (0.80)	90.61
Friendly communication with the supervisor	4.25 (0.71)	4.39 (0.70)	4.32 (0.76)	4.31 (0.73)	89.97
Work content in line with personal interests	4.31 (0.78)	4.45 (0.68)	4.27 (0.75)	4.31 (0.75)	88.67
Wages similar to market wages	4.21 (0.90)	4.22 (0.82)	4.20 (0.89)	4.21 (0.83)	88.03
Opportunity to learn new things	4.34 (0.87)	4.49 (0.89)	4.23 (0.76)	4.30 (0.82)	87.70
Work brings a sense of accomplishment	4.29 (0.87)	4.57 (0.74)	4.23 (0.78)	4.30 (0.81)	87.38
A just job evaluation system	4.08 (0.83)	4.20 (0.74)	4.18 (0.75)	4.15 (0.77)	85.44
Company actively responds to employees' opinions	4.11 (0.89)	4.12 (0.75)	4.10 (0.78)	4.11 (0.81)	82.20
Clean and safe working environment	3.96 (0.92)	4.08 (0.79)	4.17 (0.76)	4.09 (0.82)	80.91
Greater chance of promotion	3.99 (0.93)	4.04 (0.82)	4.06 (0.78)	4.03 (0.83)	80.26
Rest facilities in the workplace	3.57 (1.04)	3.71 (0.96)	3.93 (0.85)	3.78 (0.94)	66.34
Workplace is transportation convenient	3.70 (1.06)	3.73 (0.86)	3.82 (0.90)	3.77 (0.95)	66.02
Five-day work week	3.85 (1.04)	3.82 (0.97)	3.67 (0.96)	3.75 (0.99)	66.02
Flexible working hours	3.53 (1.03)	3.82 (0.97)	3.80 (0.89)	3.72 (0.95)	65.37
More paid leave	3.61 (0.96)	3.51 (0.85)	3.80 (0.85)	3.70 (0.89)	60.52
Comprehensive medical protection	3.54 (0.90)	3.69 (0.87)	3.72 (0.97)	3.66 (0.94)	60.19
Easy to apply for leave	3.67 (0.81)	3.51 (0.85)	3.63 (0.91)	3.62 (0.87)	58.25
Leave work on time	3.48 (0.95)	3.49 (0.89)	3.72 (0.99)	3.61 (0.97)	56.96
Can work from home	3.19 (1.11)	3.47 (1.23)	3.50 (0.95)	3.39 (1.06)	46.93
Opportunities for employee travel	2.90 (1.18)	2.88 (1.18)	3.15 (1.04)	3.03 (1.11)	34.30

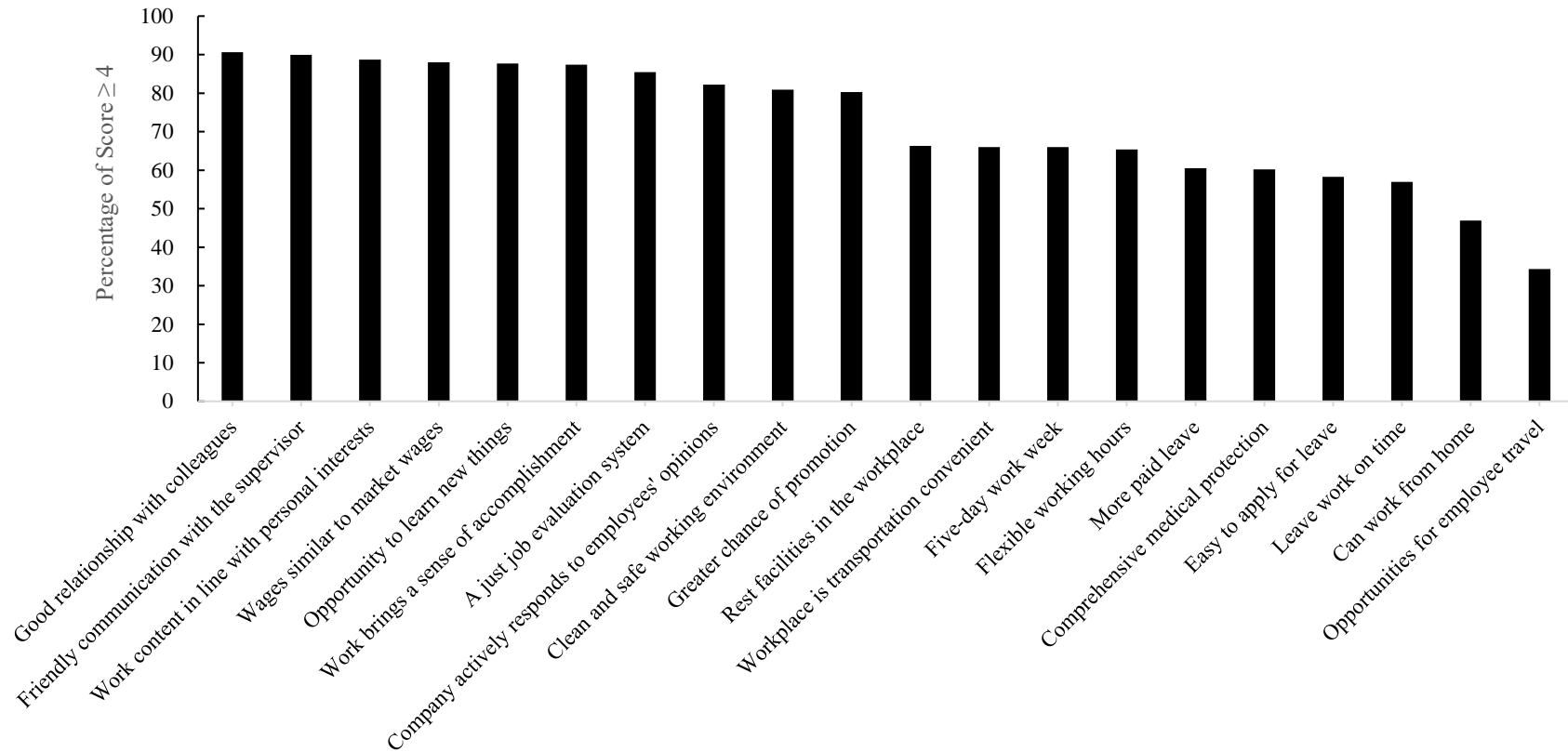


Figure 3. The Criteria Considered as Important or Extremely Important for An Ideal Job ($N = 309$).

2.2 Ideal Resource Allocation

Participants were asked to allocate the resources that they expected a company could adopt for human resource management and development. The suggested resource allocation by personal types were summarized in Figures 4a – 4e.

The results suggested that for an ideal resource allocation, about 37.40% resource was recommended for the basic salary (range = 32.10 – 49.55%). In addition, about one tenth of resources was suggested for individual performance related bonus, employee training, and work flexibility enhancement separately.

Figure 4a

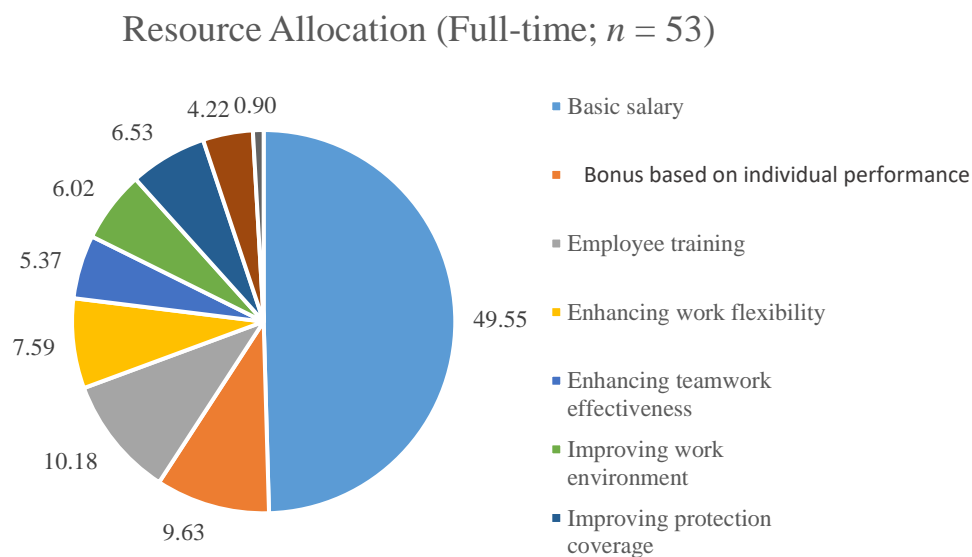


Figure 4b

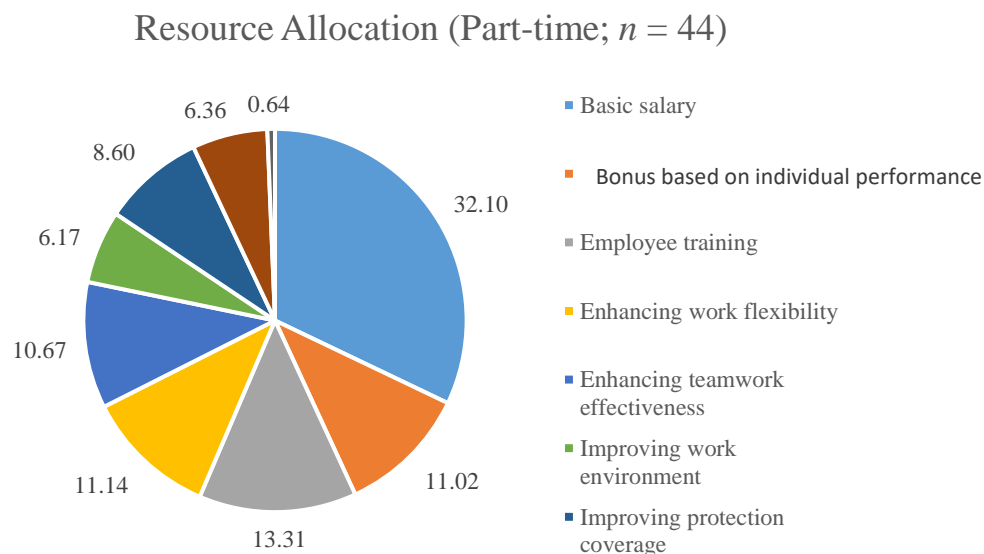
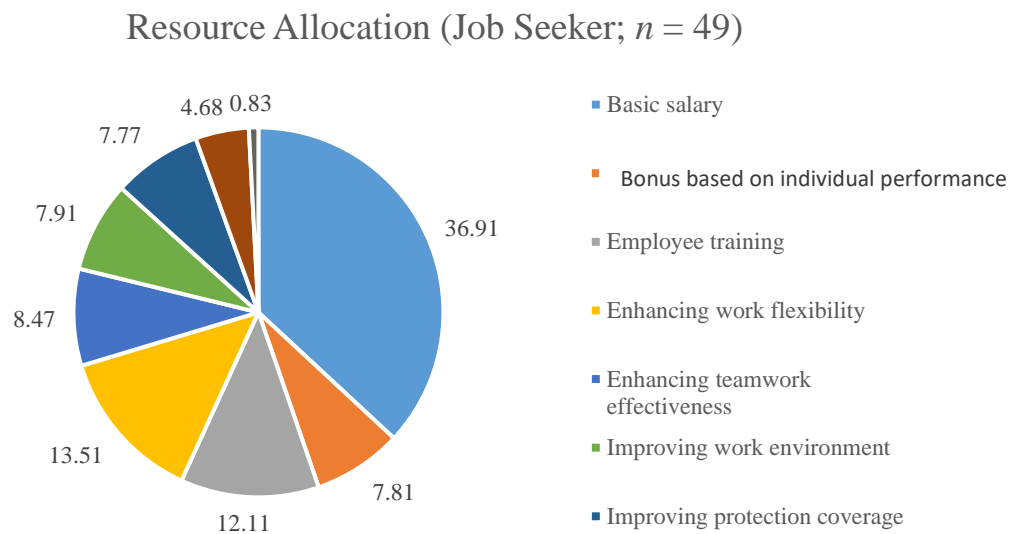
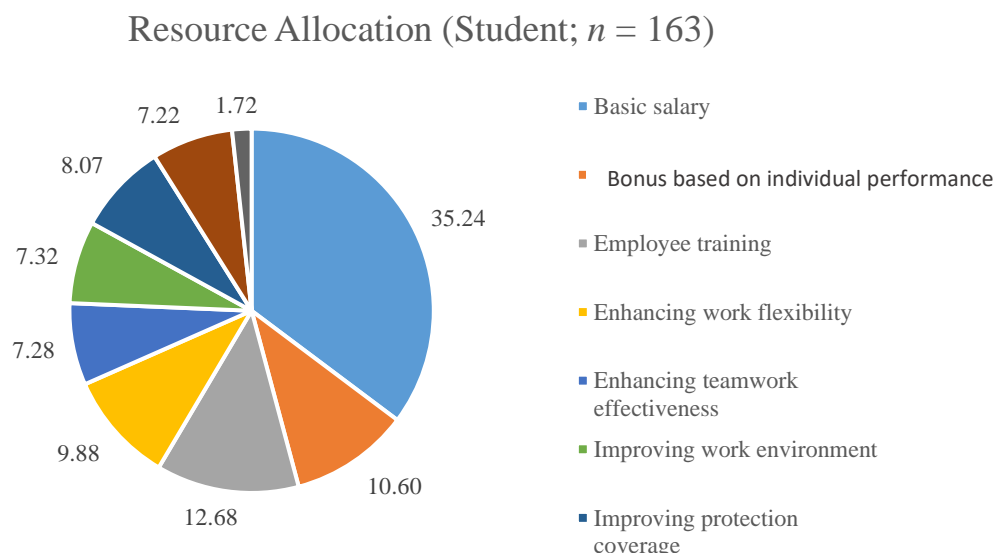
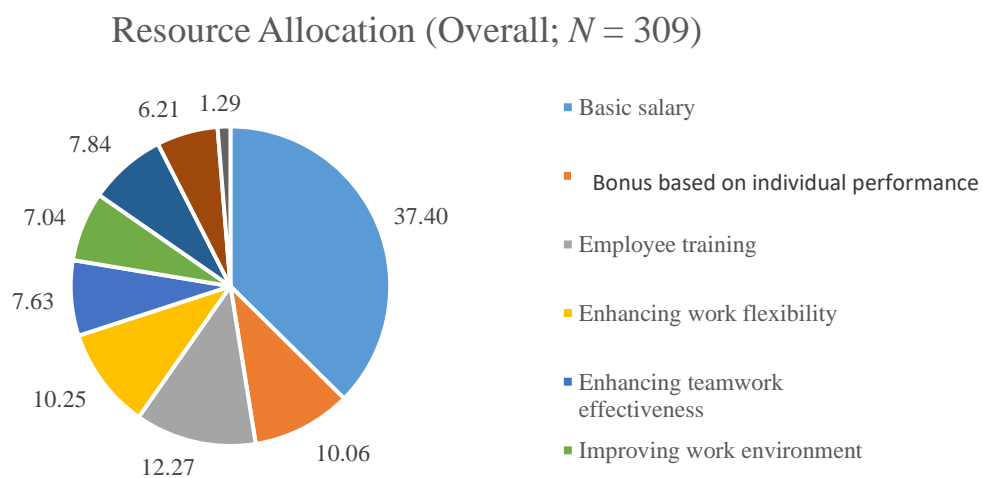


Figure 4c**Figure 4d****Figure 4e****Figures 4a – 4e.** The Suggested Resource Allocation for Human Resource Management and Development by Personal Types

2.3 Ideal Salary Determinator

The participants were asked what ideal way is to determine their salary rate. The results revealed that most participants preferred their salaries were determined based on their work performance. In addition, about one fifth to one fourth of full-time employees would prefer their salaries be rated by their workload and work complexity. In contrast, salary rated by working hours was considered as second highest preference among part-time employees, unemployed, and students.

Table 16. Ideal Salary Determinator

	Full-time (n = 53)	Part-time (n = 44)	Jobseeker (n = 49)	Student (n = 163)	Overall (N = 309)
	%	%	%	%	%
Based on individual performance	44.90	35.71	40.43	33.54	36.79
Based on working hours	10.20	35.71	25.53	28.57	26.09
Based on workload	20.41	11.90	10.64	22.98	19.06
Based on work complexity	24.49	16.67	23.40	14.91	18.06

2.4 Ideal Training Aspects

The participants were asked whether they would be interested in a list of training in the coming year. The result was summarized in Table 17. About 65.70% participants were interested in event planning related course, and the percentage was much higher for unemployed persons (i.e., 79.59%). Second to that, participants were also interested in developing soft skills (e.g., leadership, communication, interpersonal skills), and video editing.

Table 17. Ideal Training Aspects of the Current and Future Workers.

	Full-time (n = 53)	Part-time (n = 44)	Job-seeker (n = 49)	Student (n = 163)	Overall (N = 309)
	%	%	%	%	%
Event planning	66.04	70.45	79.59	60.12	65.70
Leadership / Teamwork	54.72	63.64	51.02	57.67	56.96
Communication / interpersonal skills	39.62	63.64	42.86	56.44	52.43
Video editing	45.28	54.55	57.14	49.69	50.81
Marketing skills	35.85	54.55	42.86	41.72	42.72
Facebook and IG Ad management	45.28	52.27	57.14	31.90	41.10
Languages	49.06	38.64	42.86	38.04	40.78
Professional qualification training	45.28	36.36	40.82	38.04	39.48
Public speaking	37.74	45.45	28.57	41.10	39.16
Marketing planning	43.40	59.09	44.90	30.06	38.83
Proposal writing	41.51	40.91	38.78	28.22	33.98
Advanced / Specific IT skills	35.85	27.27	30.61	24.54	27.83
Chatbot design	35.85	18.18	32.65	23.93	26.53
Customer services	13.21	36.36	18.37	28.83	25.57
Search engine optimization	28.30	27.27	36.73	20.25	25.24
Industry overview	20.75	15.91	26.53	23.31	22.33
Financial risk management	28.30	15.91	8.16	22.70	20.39

5. Summary of Findings

This report presents employment statistics and views from various industries, and also the job expectation of students and working adults.

1. A downsizing trend in the number of full-time employees is expected. Such reduction may be accounted by the worker retirement and the negative economic impacts of the COVID-19 pandemic. To sustain the manpower, companies will employ more part-time and freelance employees, particular younger job seekers. These non-full-time employees are often responsible to the creative media related tasks.
2. Several qualities were considered as more favourable to the success of candidates in hiring process. Those qualities included being adaptable and proactive in learning. However, employers also expressed their concern over candidates' work-related experience and skills.
3. Most companies did not provide sufficient on-job training. This may potentially reduce their competitive capacity in long term ; At the same time, Most employees were expected to leave their current jobs within one year. The major reasons for resignation related to personal development, such as lack of opportunity for promotion
4. When asking about the criteria for an ideal job, the surveyed participants valued much on the working relationships with their colleagues and supervisors. Second to that was the opportunity for personal development provided in the job. Other institutional factors, such as decent salary and a just job evaluation system, were also regarded as favourable to an ideal job.

6. Position of the “Glocal Leader Academy”

The pandemic and resignation trend has speed-up the digital transformation of different organizations, which create more needs of the skills training for young people/ potential candidates.

While most organization reported that they do not provide enough training for their staff or potential candidates, the “Glocal Leader Academy” can be an important role of the training platform for young people to acquire enough skills of the society needs (especially for the digital transformation or social-media related skills).

At the same time, while more young talents prefer a more flexible working opportunities, it would also be great if there can be some “Job Shadow” element in the “Glocal Leader Academy”. So that the beneficiaries can be more well-trained through hands-on working experience, and the potential employers can also have more understanding about the skills and talents of the young people.

With the training and job shadow experience, young people can gain more experience and skills in the “Glocal Leader Academy”. And be more prepared to serve the community as a “Glocal Leader”.
