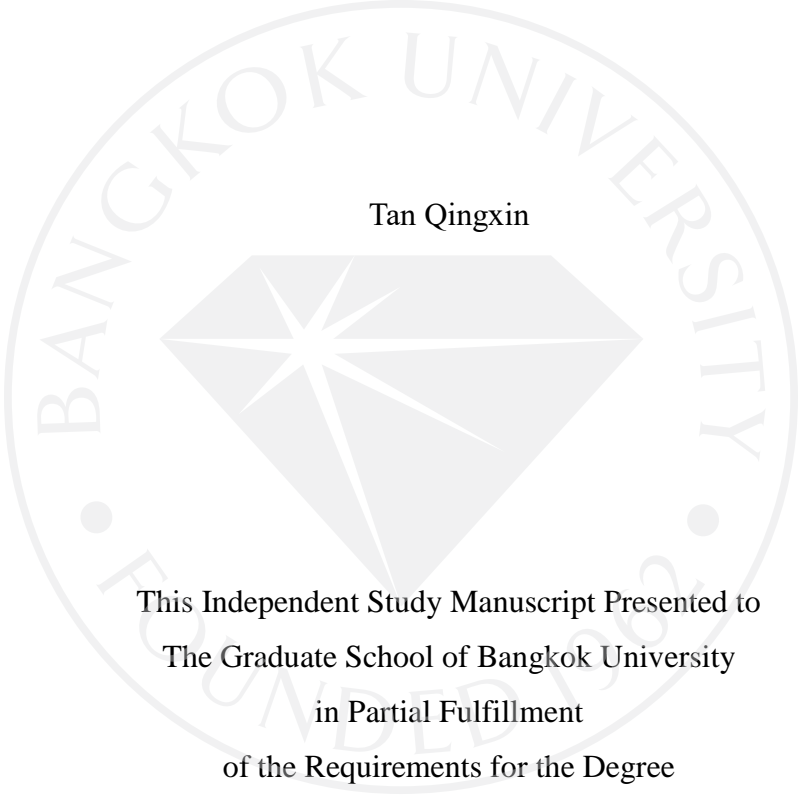


**TALENT MANAGEMENT FOR RETAINING INNOVATIVE MANAGER FOR  
SMART CITIES: A CASE OF GUANGXI HYDROPOWER**



TALENT MANAGEMENT FOR RETAINING INNOVATIVE MANAGER FOR  
SMART CITIES: A CASE OF GUANGXI HYDROPOWER

Tan Qingxin



This Independent Study Manuscript Presented to  
The Graduate School of Bangkok University  
in Partial Fulfillment  
of the Requirements for the Degree  
Master of Management in Business Innovation

Academic Year 2021

Copyright of Bangkok University

This manuscript has been approved by  
The Graduate School  
Bangkok University

Title: Talent Management for Retaining Innovative Manager for Smart Cities: A  
Case of Guangxi Hydropower

Author: Tan Qingxin

Independent Study Committee:

Advisor

Dr. Xavier Parisot

Co-advisor

Dr. Varalee Chinerawat

Dr. Qiuxue Luo

Field Specialist:

Dr. Vincent Ribiere

Qingxin, Tan. Master of Management (Business Innovation), June 2022,

Graduate School, Bangkok University.

Talent Management for Retaining Innovative Manager for Smart Cities: A Case of Guangxi Hydropower (100 pp.)

Advisor: Xavier Parisot, Ph.D.

Co-advisor: Varalee Chinerawat, Ph.D.

Co-advisor: Qiuxue Luo, Ph.D.

## ABSTRACT

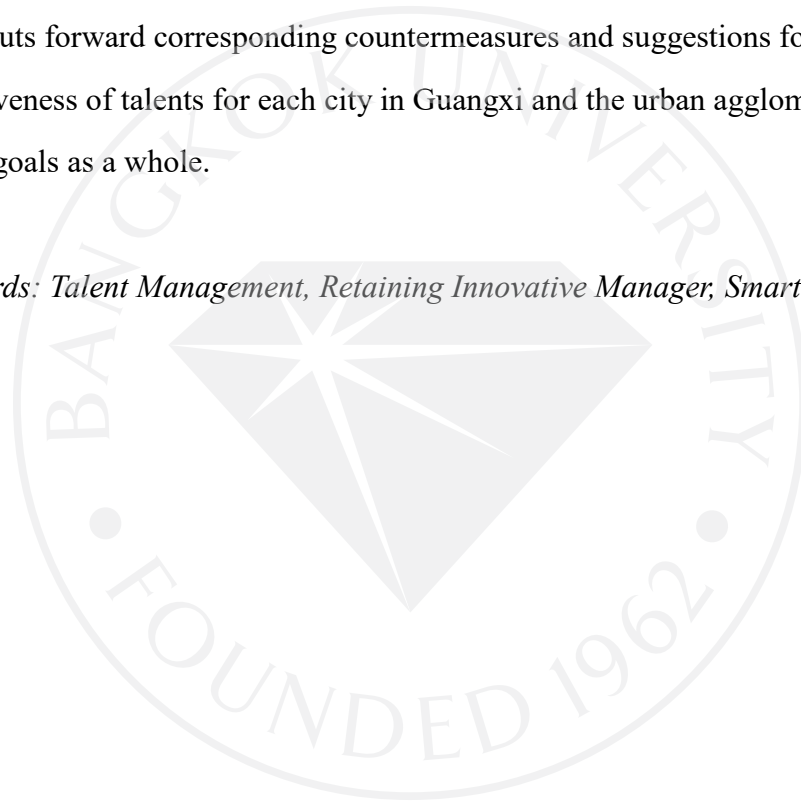
Enterprises play a significant role in the growth of my country's economy. Promoting the healthy and sustainable development of businesses is critical for my country's economic growth, labor employment, and the formation of a harmonious society. With the rapid growth of my country's total economic volume and the in-depth adjustment of the economic structure, the development of enterprises has attracted more and more attention and attention. There are many problems in the development of domestic electric power enterprises, and the problem of human resource management can be said to be one of the most prominent problems of enterprises, especially the management of core talents is the fatal factor of enterprise growth.

On the basis of analyzing and summarizing domestic and foreign research and related theories, a preliminary evaluation index system for urban talent attraction is established. Then, on this basis, design the talent attraction evaluation elements and index questionnaire, conduct a questionnaire survey in Guangxi, and adjust and revise the evaluation elements and indicators in the initial index system according to the results of the questionnaire survey. So as to establish the final comprehensive evaluation index system of urban talent attraction. Then a comprehensive evaluation model of urban talent attraction is constructed. On this basis, this paper takes

Guangxi, China-ASEAN Economic Development Zone as an example, briefly analyzes the current situation of talents, and after collecting and arranging the statistical data of relevant indicators, makes a comprehensive empirical evaluation of its talent attraction, and gives a comprehensive evaluation. The talent attraction of Guangxi and the comparative evaluation results of each city's specific sub-items point out the relative advantages and disadvantages of Guangxi.

Finally, based on the above evaluation and comparative research results, this paper puts forward corresponding countermeasures and suggestions for improving the attractiveness of talents for each city in Guangxi and the urban agglomeration with strong goals as a whole.

*Keywords: Talent Management, Retaining Innovative Manager, Smart City*



## ACKNOWLEDGMENT

I would like to express my gratitude to all those who have helped me in the process of writing this thesis. I would first like to thank my supervisor, Dr. Varalee, for her constant encouragement and guidance. She has accompanied me through all stages of writing this thesis. Without her consistent and enlightening guidance, this thesis could not have reached its present form.

Secondly, I would like to express my sincere gratitude to my co-advisor: Dr. Qiuxue Luo, who has pushed me until I reached my milestone. I am also very grateful to my professors and teachers at Baise University and Bangkok University, Ms. Liang Yu, and Ms. Kesara Wongcharoen, who have guided and helped me a lot during the past year.

Finally, I would also like to thank my dear family for the love and trust they have shown me during this time. I would also like to sincerely thank my friends and classmates for their help and time, listening to me and helping me with my difficulties during the difficult process of my dissertation.

Tan Qingxin

## TABLE OF CONTENTS

	Page
ABSTRACT.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
CHAPTER 1: INTRODUCTION .....	1
1.1 Research Background.....	1
1.2 Research Significance.....	2
1.3 Problem Statement.....	4
1.4 Purpose Statement.....	5
CHAPTER 2: LITERATURE REVIEW.....	6
2.1 Talent and Talent Management Definitions.....	7
2.2 Talent Development.....	8
2.3 Talent Retention Intentions.....	8
2.4 Talent Incentives.....	10
CHAPTER 3: METHODOLOGY.....	21
3.1 Research Method.....	21
3.2 Conceptual Framework.....	22
3.3 Research Design.....	23
CHAPTER 4: DATA ANALYSIS.....	26
4.1 Qualitative Analysis.....	26
4.2 Quantitative Analysis.....	28
CHAPTER 5: DISCUSSION AND CONCLUSION.....	43
5.1 Conclusion.....	43
5.2 Discussion.....	46
BIBLIOGRAPHY.....	49

**TABLE OF CONTENTS (Continued)**

	Page
APPENDICES.....	53
Appendix A Respondents' Raw Recorded Data.....	54
Appendix B User Agreeableness Questionnaire.....	76
Appendix C IOC Item Content Validity.....	81
BIODATA.....	100





## LIST OF TABLES

	Page
Table 2.1: Guangxi Talent Salary Table for some Positions.....	9
Table 2.2: Synthesis Variables and Author Year List.....	14
Table 4.1: Description of the Basic Situation.....	28
Table 4.2: Channels through which to find a Job.....	29
Table 4.3: You think Guangxi is Currently Doing a little bit to Attract Innovative Talents.....	30
Table 4.4: What keeps you working in Guangxi.....	31
Table 4.5: The Mean Description of each Dimension Variable.....	31
Table 4.6: Comparison of Differences in Academic Qualifications between Variables.....	33
Table 4.7: ANOVA Analysis.....	36
Table 4.8: Correlation Analysis between Variables.....	38
Table 4.9: Multiple Linear Regression of Variables And Talent Attraction.....	40

**LIST OF FIGURES**

	Page
Figure 2.1: Enterprise Talent Incentive Mechanism.....	13
Figure 3.1: Research Framework.....	23



# CHAPTER 1

## INTRODUCTION

### 1.1 Research Background

In the 21<sup>st</sup> century, Human capital has emerged as a critical strategic resource for gaining a competitive edge, as an organization's distinction is now based on the unique capabilities of its employees (Aguinis, Gottfredson, & Joo, 2012) the economic era of human resources and knowledge resources has elevated human society into another height in the knowledge economy. The development of information, the increasing update of knowledge, talent and knowledge possession has become the key to obtain and maintain the competitive advantage of cities, regions and even countries. Talent capital has gradually become the most critical strategic resource in the competition. At the same time, the gradual acceleration of economic globalization makes the competition between countries and regions increasingly fierce, and the achievement of competitive advantage no longer relies on natural resources or capital resources, but on human resources. From both economic and social standpoints, human resources are the most solid pillar of national or regional development. The competition of economic development level and comprehensive national power is ultimately the competition of talents and national quality. The winner of the competition in the era of knowledge economy is definitely the owner of a large number of high quality talents. Therefore, attracting a large number of talented people to promote economic and social development has become one of the development strategies to which all countries and regions in the world attach great importance. The adequacy of human resources and the ability to achieve "the best use of talent" will directly affect the long-term development of a country.

Increasingly appealing and marketable talents have become a new differentiator in the human capital market as a result of advances in technology. As a result, the organization is under a lot of pressure to ensure talent retention.

(Dalayga, Baskaran, & Mahadi). On top of oodles of agreements with Southeast Asian countries under the Belt and Road Initiative (BRI) to build railroads, hydropower stations and other infrastructure projects, Beijing has pledged mountains of Chinese financing, excess cement and steel, technology and workers (Hiebert, 2020). Asia's infrastructure financing needs widely exceed current and planned investments under the BRI. Addressing these needs will therefore remain an essential priority on the international development agenda (OECD Business and Finance Outlook, 2018).

There are obvious differences in economic development and urbanization levels between different regions in China, and the overall development level of the central and western regions is significantly lower than that of the eastern coastal regions. The construction of urban agglomerations will become a key strategic approach for China's central and western regions to improve their urbanization levels and narrow the development differences with the eastern coastal regions. Urban clusters must also rely on human resources in order to achieve competitive advantages. To improve the overall competitiveness and economic and social development of urban agglomerations in the central and western regions, the introduction, reserve and development of talents must be placed in an important strategic position of regional development. In this context, it is of great practical significance to evaluate and study the attractiveness of urban talents in Guangxi, which is located in the ASEAN Economic Development Zone.

## **1.2 Research Significance**

As one interviewee put it." The workforce has changed. People don't stay as long as they used to. They need a sense of purpose." Young people, in particular, are increasingly concerned about economic, political and social injustice and climate change, and expect their employers to share these concerns and play an active role in addressing them (Edelman Japan, 2021). Employees are most engaged when the company takes an active interest in their psychological state. For this reason, senior

leaders need to show that they care about and care for their employees, especially during a crisis. After all, without a healthy workforce, there is no business. During the first phase of the pandemic, more than two-thirds of employees surveyed felt their CEOs needed to do more to handle the crisis, and less than half felt their companies were doing enough to implement safety measures to protect workers and customers (Edelman Japan, 2020). Businesses and leaders all around the world have been working in a highly volatile climate. The results could be disastrous. In this fast-paced, unpredictably changing environment, businesses are attempting to be proactive (Gruwez, 2017). To combat the shortage of talents, abilities, and knowledge, businesses are competing and strategizing their recruitment strategies. Which emphasizes the dangers of staff turnover According to studies, corporations in industrialized countries recognized the significance and presence of a link between employee growth and their desire to stay (Agarwal, 2019). According to Tlaiss, Martin and Hofaidhllaoui (2017), the art of effectively managing talent globally and locally has materialized due to vigorous efforts at enhancing the competitive advantages of firms. Talent Management departments and top management should be active in eliminating the issue of talent shortages, by applying appropriate talent management policies and strategies that takes into account various constituents like talent development including work engagement. Yet, talent development has not been gaining enough focus among the researchers. Although the researches made in the past are limited (Mehdiabadi & Li) on this issue, the importance of talent development is evident from the success in managing talent by different companies (Garavan, Carbery, & Rock, 2012) Even though the importance of talent development strategies is gaining its prominence, there are still notably limited quantitative studies in developing nations that examine the factors and measurements to boost the intention of employees to stay (Pandita & Ray, 2018). Therefore, researchers observe that although talent management and talent development are closely related, they are needed to be addressed and treated separately (Collings, Scullion, & Caligiuri, 2018).

The purpose of this paper is to make companies realize that core talent management is especially important for a company, Employee engagement is integral to enhanced Employee Value Propositions- getting it right and ensuring it is well communicated require planned actions from leaders. Younger generations prioritize opportunities to learn while their older counterparts tend to focus on recognition. (Marsh & McLennan Companies, 2020) especially for small companies with special circumstances, and to promote small companies to improve human resource management and establish a good core talent management mechanism to participate in the fierce market competition.

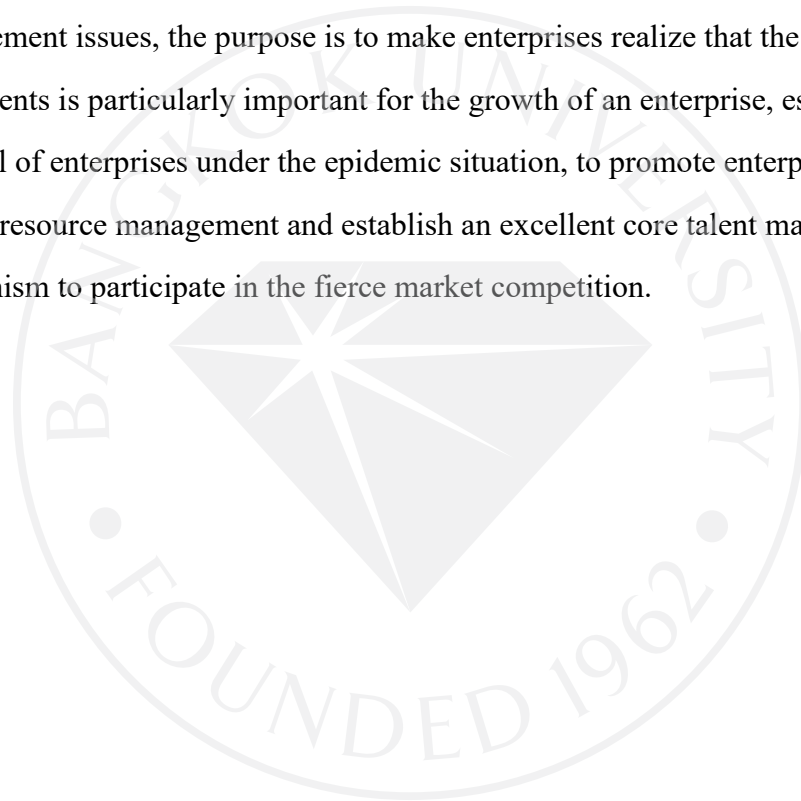
Therefore, the purpose of this paper is to explore the talent management strategies and practices of multiple departments of small and medium-sized enterprises such as a hydropower station in Guangxi, and to explore the skills, capabilities and solutions required for talent management in the era of Industry 4.0. (Al Amiri & Abu Shawali, 2021) This study was conducted with a purposeful sampling of department managers, section heads and a supervisor, using a structured qualitative regional enterprise talent management gives strategic and practical advice.

### **1.3 Problem Statement**

As early as 2000, Drucker (2002), a famous American management master, proposed the concept of "human resources", indicating that since then, people have begun to pay attention to the role of talent management in enterprises. In today's highly modernized world, the bottleneck of an enterprise's development is often not the shortage of funds but the lack of high-quality human resources. In fact, the core talent is a seller's market. Therefore, establishing and maintaining an excellent workforce plays a vital role in the survival and development of an enterprise. Bill Gates once said that if I could take away the Microsoft research team, I could recreate another Microsoft. It can be seen that talent is the key to the survival of an enterprise.

#### **1.4 Purpose Statement**

The purpose of this paper is to take companies in Guangxi as an example of the problems in enterprise talent management, combine literature analysis, character interviews, questionnaires and other research methods, and adopt the research method of factor analysis to explain why such enterprises and companies Problems faced in core talent management, and put forward feasible solutions and suggestions from the perspective of talent management. This article analyzes the company's core talent management issues, the purpose is to make enterprises realize that the management of core talents is particularly important for the growth of an enterprise, especially for the survival of enterprises under the epidemic situation, to promote enterprises to improve human resource management and establish an excellent core talent management mechanism to participate in the fierce market competition.



## **CHAPTER 2**

### **LITERATURE REVIEW**

The research of domestic and foreign scholars on talent policy, talent policy system, and the relationship between talent and industrial structure has made certain achievements. However, according to the recent years, there are more contents that can be researched from talent introduction to talent "grabbing" in different parts of China (Qiao & Zhou, 2019) and there are big differences in talent introduction between developed and less developed regions, and between less developed regions in the east and less developed regions in the west. Developed areas have perfect industrial structure and high level of public services have talent gathering effect, on the contrary, less developed areas are relatively poor in both industrial structure and public services. Especially, the technology of Guangxi area and the less developed areas in China also belong to minority areas, the development of primary, secondary and tertiary industries is uneven, and the demand for talents is not the same as that of developed areas, at present, there is less research on the strategy of introducing talents in Guangxi, which is located in the great southwest of China, and the policy of introducing talents lacks the evaluation analysis after implementation, the relationship between the industrial development layout and the introduction of talents in Guangxi area, and the introduction of talents in Guangxi area for different industries. Quantity and quality based on this, this research will take the talent introduction policy, talent introduction type, talent introduction effect, industrial structure and talent introduction relationship, talent introduction contribution rate to economic development of Guangxi as the research content, construct the evaluation system of Guangxi talent introduction, promote the introduction of targeted industrial talents, and provide help for Guangxi talents to be attracted in and retained.



## 2.1 Talent and Talent Management Definitions

The linguistic definition of a “Talent” by Merriam-Webster. is “a special often athletic, creative, or artistic aptitude” and “general intelligence or mental power”. In business sphere, Van Dijk (2008) described “Talent” as the product of ability (competence, education, training, and experience), coupled with motivation (engagement, satisfaction, challenge, and wellness) and opportunity. Andersen (2013) another definition for a “Talent”- “a person who possesses special skills, which are difficult to copy or imitate, who is a top performer with competencies of strategic importance which cannot be readily developed”. Also, the Chartered Institute of Personnel and Development (2021) or CIPD defined talent as “those individuals who can make a positive impact on organizational performance either through their immediate contribution or in the longer term by demonstrating the highest levels of potential”.

Human resource planning and talent management while these terms all focus on managing employees, their superficial similarity masks the problem that the first definition refers to an outcome, the second to a process, and the third to a specific decision. As a result, the terminology in the TM debate - centered on the effective management of employee talent - is unclear and confuses outcomes with processes with decision options (Hopkins, 2011)

The best HR practice is talent management, followed by employee engagement, training and development, different HR functions such as recruitment, training, performance management and succession planning play an important role in integrating effective talent management practices. Talent management plays an important role in motivating and retaining talent in an organization. In the era of globalization, talent management has become an important factor. Therefore, if an organization wants to outperform its competitors, it should understand its core competencies.

## **2.2 Talent Development**

The talent development process is designed to develop the skills and knowledge of employees. The cost of investing in employees is much lower than the cost of replacing them, which is estimated to be about one and a half years of the annual salary of the departing employee, highlighting the risk of employee turnover. This is proven by providing their employees with talent development programs and opportunities to improve themselves. For talent development to work and earn its rightful place, it needs to be treated as a separate entity from talent management, rather than embedded in it. HRD will receive more budget when they have an attractive talent development program on offer and career development will receive more funding when they support the organization's outliers on carefully laid out career paths. It seems to me that every HR department fights for a piece of a puzzle, without actually completing the puzzle (Pruis, 2011). Furthermore, despite the existence of certain scholarly articles on talent development, the topic has not received the attention it deserves. This is because the people who join the company already have the skill; all that is required of them is to continue to develop it. This study identified two key stages of talent development, namely training and development, by evaluating numerous definitions and terminology of talent management techniques (Thorpe & Clifford, 2007) and career development, as important variables for a deeper understanding of the talent development phenomenon.

## **2.3 Talent Retention Intentions**

Capable people are always eager to learn more and can easily fill gaps in talent shortages or vacancies. Beyond that, training and development is a powerful motivator that connects employees to the organization, allowing them to serve longer. Training human capital brings many benefits to the organization and employees. The importance of a talent management strategy is critical to an organization. Employees

will be considered to undergo training and development activities that demonstrate their value in the organization (Mustafa Kamil, 2011) considering the reciprocity rule of human capital theory; training is the driving force for each workforce to excel at its task. As a result, employers see them as an asset to the organization, which will give them a high level of satisfaction, which in turn increases their willingness to stay. Countries such as Canada, Australia, the United States, and Singapore have put in place a variety of programs and policies to recruit the best and brightest, and they are already attracting enormous numbers of people. Asian countries are increasingly participating in the game. Europe and the Nordic nations cannot afford to rest on their laurels and must take proactive measures in order to remain competitive in the talent market (Andersson, Asplund, Byström, & Ekma, 2014). Therefore, the more employees participate in training and development programs, the more likely they are to stay in the organization, thereby overcoming talent shortages.

Table 2.1: Guangxi Talent Salary Table for some Positions

2021 Guangxi Talent salary table for some positions (unit: RMB/month)			
Job Category	Expected average salary	Median Expected Salary	Average Salary
Senior Management	10223	6613	15673
Human resources	4997	4062	4885
Government Employees	4320	3861	4092
Manufacturing production management	6064	5075	5392
Marketing	6368	4955	6282
Energy	5970	5063	6541
Medicine	5039	4366	6232
Food	4792	4248	4299

(Continued)

Table 2.1 (Continued): Guangxi Talent Salary Table for some Positions.

2021 Guangxi Talent salary table for some positions (unit: RMB/month)			
Job Category	Expected average salary	Median Expected Salary	Average Salary
IT	7685	5193	6559
Estate Development	8839	5786	8246
Banking	6063	4723	6534
Laws	5955	4493	6778
Nursing	5294	4476	6273

Source: Guangxi Talent Network. (2021). *Recruitment and job*. Retrieved from [www.gxrc.com](http://www.gxrc.com).

## 2.4 Talent Incentives

As a coastal and border province, Guangxi Zhuang Autonomous Region has the unique geographical advantage offered by a gulf. It has facilitated interactions between the east and the west and has become China's frontier and bridgehead to the ASEAN nations in terms of opening-up. China and its state-owned firms have inked memorandums of understanding to build railroads, roads, bridges, dams, hydropower plants, and special economic zones with the majority of the region's ten countries. Large sums of Chinese money, surplus cement and steel, technology, and tens of thousands of labor have all been committed by Beijing. Southeast Asian governments are interested because they hope China can help fill the region's huge infrastructure gap and energize its middle-income economies. In accordance with the requirement of "China supports 300 ASEAN young scientists to exchange in China in the next five years" (Yang, 2021). The president Xi Jinping's important speech at the China-ASEAN Special Summit Commemorating the 30th Anniversary of the Founding of the People's Republic of China, build a regional talent cluster and an international

talent highland oriented to ASEAN, practice the concept and professionalism of "Gathering the World's Talents", attract outstanding young scientific and technological innovation talents from ASEAN countries to innovate projects in China, understand the needs of cooperation, build a new platform for cooperation, and finally, deepen Scientific and technological cooperation and people-to-people bonds will promote regional innovation and integrated development. Guangxi, the closest provincial capital to ASEAN, is sure to bring many opportunities. Guangxi Zhaung autonomous region has created a 30 million Yuan (\$4.6 million) fund to boost the attraction of talents to Beibu Gulf Economic Zone and to support related projects in 2021 (Shi & Zhang, 2022).

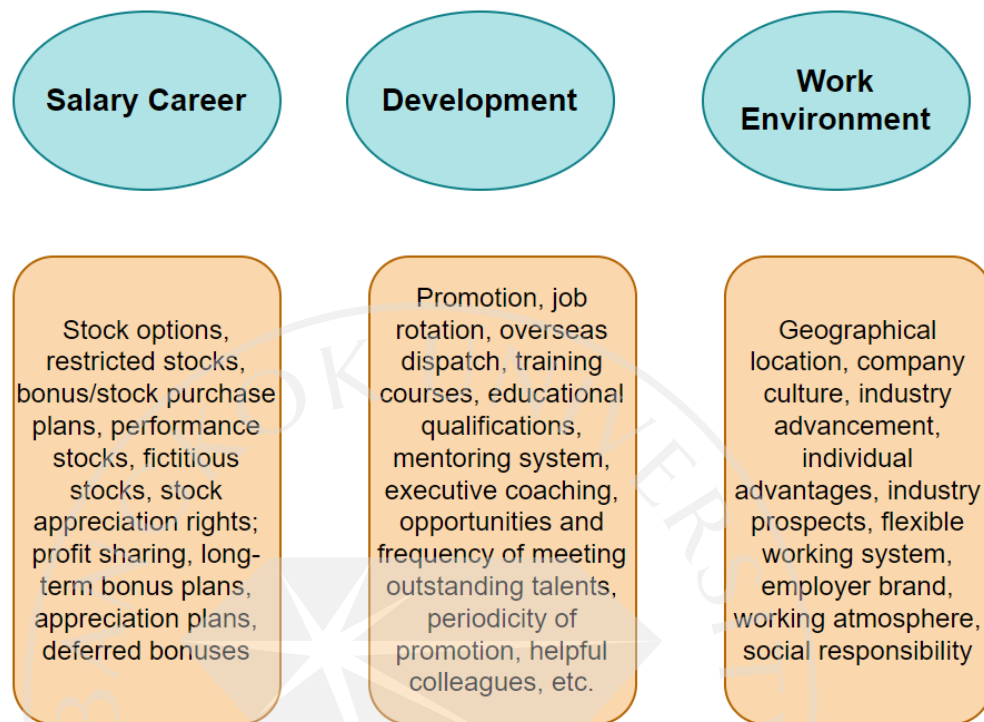
During the COVID-19 crisis, however, shifts in client demand resulted in brief job booms in areas like grocery stores, while large layoffs occurred in industries like hospitality. Despite these adjustments and the general increase in unemployment, efficient and effective hiring will remain critical, particularly for the scarce talents required for the new normal in fields such as IT. (Craven, Liu, Wilson, & Mysore, 2020). The pandemic has had a negative impact on people's safety and the worldwide economy. Global economic estimates are continuing to be revised downward as the pandemic's impact becomes clear. In early March, the OECD projected that global GDP growth would fall to 2.4% annually in 2020, with China's GDP slipping below 5% year-on-year, on the assumption that the outbreak in China would peak in the first quarter of 2020, while the outbreak in other countries would prove to be more moderate and under control. However, with the continued spread of COVID-19 in more than 199 countries, regions and territories worldwide, the outbreak has significantly increased uncertainty and the risk of a global recession, which is broadly defined by the International Monetary Fund (IMF) as a slip in growth below 2.5% per year. Supply chains have been disrupted, market confidence has been damaged, consumer and investment demand is shrinking, and global economic activity is weakening significantly. All of this poses greater challenges to recovery, governance

and the effectiveness of international cooperation in the affected economies (United Nations Development Program in China, 2020). Producers of alumina and aluminium in the Chinese city of Baise, in Guangxi province, stopped operations on Monday February 7 because of a new Covid-19-related lockdown in the southwestern manufacturing hub (Lucey, 2022).

In the distribution of salary levels provided by employers in various cities, the average salary of positions provided by employers in Nanning City in the region reached 5808 Yuan/month, an increase of 3.81% over 2020, of which the median value was 4831 Yuan/month, an increase of 4.65% over 2020; the average salary of positions provided by employers in Liuzhou City reached 5152 Yuan/month, an increase of 6.74% over 2020; the average salary of positions provided by employers in Guilin City reached 5437 Yuan/month, an increase of 4.65% over 2020; the average salary of positions provided by employers in Guilin City reached 5437 Yuan/month, an increase of 4.65% over 2020. The average salary level of jobs offered by employers in Guilin City reached 5437 Yuan/month, a slight decrease of 0.15% compared with 2020, of which the median value was 4,594 Yuan/month, a decline of 1.28% compared with 2020.

Although the average salary offered by employers in the district has been steadily increasing, there is still a gap compared with the average salary of positions based outside the district. The average salary of jobs posted by employers outside the district reached 6,734 Yuan/month, and job seekers expecting to work outside the district demanded a salary of 6,364 Yuan/month. The sample of employer positions are mainly concentrated in Guangdong Province, Hunan Province, Fujian Province, Yunnan Province, Sichuan Province, Jiangsu Province, Hainan Province and Zhejiang Province, and the salary offered by the employer is higher.

Figure 2.1: Enterprise Talent Incentive Mechanism



Source: *Certification for talent development force*. (2015). Retrieved from <https://www.ondemandcn.com/tdf-rz>.

Table 2.2: Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Research objective: Talent management for retaining innovative manager for Smart Cities: A case of Guangxi Hydropower								
Career Development	Zhi Tingzhu, 2016	Q1.1: Can you tell us about your coming to work in Guangxi? How long have you been working in Guangxi? Q1.2: How do you think about the existing introduced talents in Guangxi to continue their further education? Have you personally continued your education?	Q1.1: How do you feel about the development prospects of Guangxi's existing industries? Q1.2: The extent to which urban construction affects your job search?					

(Continued)



Table 2.2 (Continued): Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Career Development	Zhi Ting zhu, 2016	Q1.4: How do you feel about the existing conditions for career advancement?						
Talent management system	Eszter Daruka, Katalin Pádár 2019	Q2.1: How do you see the importance of the existing units that introduce talents to Guangxi? How do you introduce professional and technical talents? Your knowledge and skills with the position?	Q2.1: Is it easy to apply for a talent apartment? Q2.2: Is the government's grant of talent subsidies on time?					

(Continued)

Table 2.2 (Continued): Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Talent management system	Eszter Daruka, Katalin Pádár 2019	With the job requirements? Can you also talk about how well your unit matches Q2.2: How do you think about the degree of matching your knowledge and skills Q3.1: How do you feel about the existing talent housing conditions in Guangxi? Can you talk about the situation in your current unit?	Q3.1: What do you think of the treatment of talents in Guangxi? Q3.2: After you came to Guangxi, did the government provide convenient conditions for your children to attend school?					

(Continued)

Table 2.2 (Continued): Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Living Environment	Donglin Lyu, 2019	Q3.2: How do you think about the existing educational resources for the children of imported talents in Guangxi to go to school?						
Salary Satisfaction	Alina Daniela Mihalcea, 2017	Q4: How do you feel about the current talent benefits package in Baise? Can you talk about your job offer?	Q4.1: Do you think your income is directly proportional to your education and work experience?					

(Continued)

Table 2.2 (Continued): Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
			Q4.2: The extent of the impact of the epidemic on job hunting in Guangxi?					
Government policy support	Julan Du, Yifei Zhang, 2017	Q5.1: How do you feel about the medical treatment of the existing talents in Guangxi? Your unit deals with the spouses of introduced talents?	Q5.1: Does the current outbreak of the epidemic have any preferential policies or support for your company? of introducing talents?					

(Continued)

Table 2.2 (Continued): Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Government Policy Support	Julan Du, Yifei Zhang, 2017	Q5.2: How do you think about the work of spouses of existing introduced talents in Guangxi? How does	Q5.2: Are you satisfied with the implementation of the current policy					
Talent Attraction	Humaira Irshad, 2013	Q6.1: What do you think about the implementation of the current policy of introducing talents? What is the biggest difficulty?	Q6.1: Are people outside Guangxi attracted by Guangxi's innovative talent policy?					

(Continued)

Table 2.2 (Continued): Synthesis Variables and Author Year List

Variable from Literature review	Author & year	Interview items	Questionnaire items	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly agreed
Talent Attraction	Humaira Irshad, 2013	Q6.2: What do you think about the existing supporting facilities for introducing talents to Guangxi? Q6.3: What do you think about the development prospect of the existing industry in Guangxi?	Q6.2: How effective do you think the Guangxi government is to attract innovative talents?					

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Research Method**

After completing the above main research contents, this paper will adopt the research methods combining qualitative induction and quantitative analysis, data statistics and field research, and theoretical research and empirical analysis. The specific method is as follows:

##### **3.1.1 Literature research method**

The literature research method is a relatively mature research method that scientifically understands a research object by collecting, analyzing and arranging the existing relevant research results. It is widely used in various research fields because of its convenience, freedom and efficiency.

This paper mainly applies this research method to the following specific aspects:

- 1) By consulting and sorting out the literature and theories of relevant scholars at home and abroad on talent mobility, talent attraction, etc., to understand the existing research results, learn from relevant research methods, and then clarify the focus of the research content of this paper.

- 2) By analyzing and sorting out relevant literature, the influencing factors and evaluation indicators of talent attraction are summarized, and then a preliminary urban talent attraction evaluation index system is established.

- 3) Determine the scoring criteria for urban talent attraction through literature research.

##### **3.1.2 Questionnaire survey method**

Questionnaire survey method is a research method in which the researcher designs the surveyed content into a standard and unified questionnaire, and collects the situation, opinions and related data of the respondents based on the respondents'

answers to the questionnaire. It is simple, easy to implement and low cost, and can obtain a large amount of materials in a short period of time that cannot be obtained through theoretical research or direct observation, so it is widely used in sociology, psychology and many other fields. The problem of attracting talents involves many research fields such as sociology and psychology, and is closely related to the "subject" of talents. What types of needs are usually present for modern talents, and what are the factors and indicators that affect the evaluation of talent's attractiveness to a city? These questions may not be accurately answered based on literature and theoretical research. Therefore, based on the initial evaluation index system of urban talent attraction obtained by theoretical analysis of literature, this paper designs a questionnaire, and revises and adjusts the initial evaluation index system based on the results of the questionnaire, so as to provide a scientific basis for establishing the evaluation index system of urban talent attraction strong evidence.

### 3.1.3 Statistical analysis

The research and analysis of this paper is based on the collection of data, according to the statistical software SPSS to carry out statistical analysis and processing, carry out relevant statistics and research on the data, and then use relevant analysis methods to review various factors affecting factors. The city attracts talents and finally obtains the relevant influence.

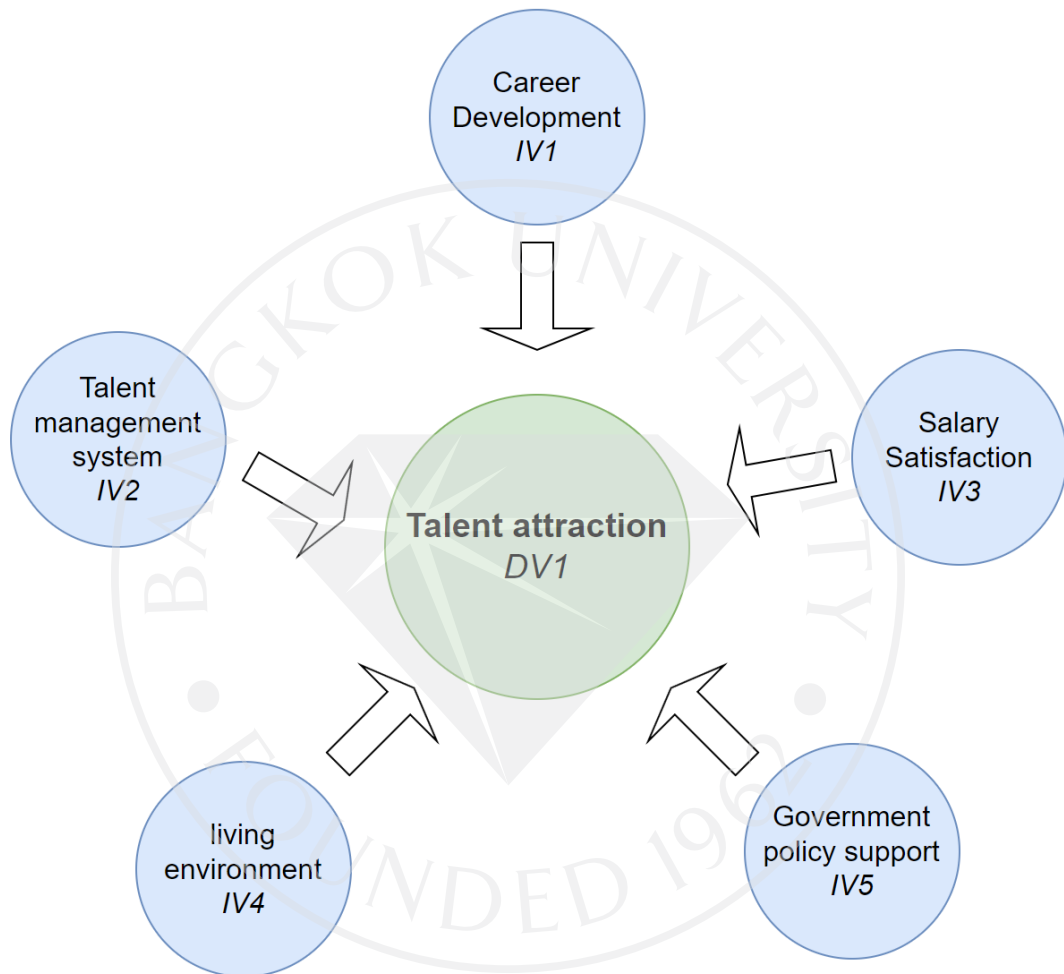
## 3.2 Conceptual Framework

Figure 3.1 of this research framework was created based on the theoretical and practical gaps identified during the literature review. The diagram illustrates the research process and its workflow from career development, sound talent management system and residential life, salary satisfaction, and government policy support to reach the goal of talent attraction. It highlights what the independent and dependent variables are in this study in other words framework figure 3.1 shows the necessary steps before realizing new theoretical and practical ideas that can provide a



competitive advantage in Guangxi talent management.

Figure 3.1: Research Framework



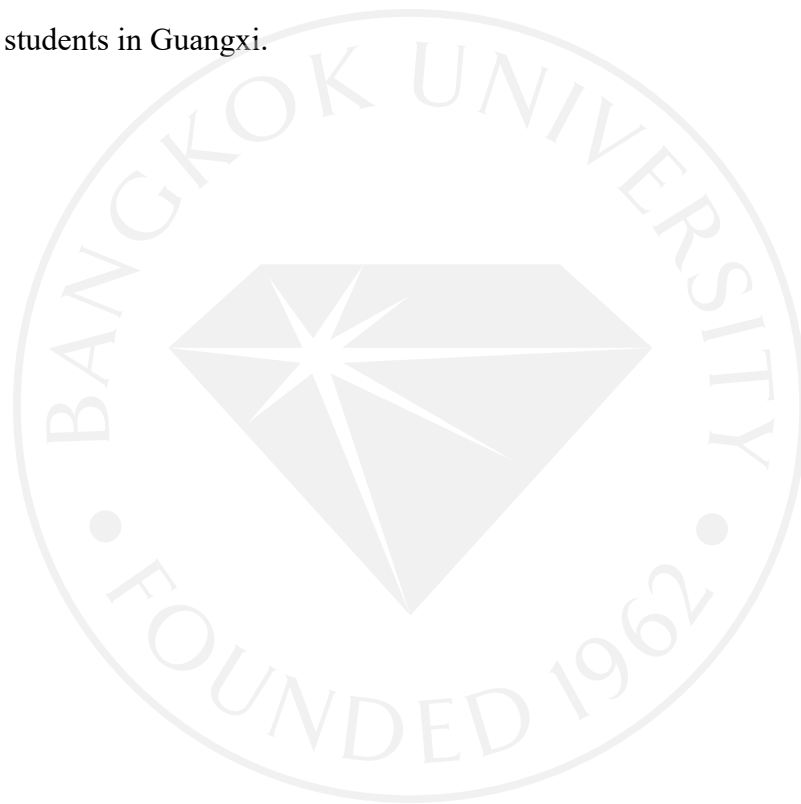
### 3.3 Research Design

In the final analysis, the research of talent attraction is the research on talents. It is necessary to achieve "people-oriented". From the sensitive point of the actual needs of the talent itself, the results of the research can be closer to the real situation. Therefore, in order to understand the actual needs and attention of the current social talents for the location of the work and life, this article intends to use the questionnaire survey method to investigate the talents in Guangxi, and use it to use

this to use the initial evaluation indicator system of the attraction of urban talents that has been built. Adjust and correct. The questionnaire survey is the investigation researchers designed the content of the investigation into a standard unified questionnaire, and by the investigators answering the questionnaire to collect the situation, opinions, opinions and relevant data of the investigator. It is simple and easy to cost, and can obtain a large number of materials that cannot be obtained through theoretical research or directly observed in a short period of time, so it is widely used in many fields such as sociology and psychology. Based on the initial evaluation index system of urban talent attraction, this article conducts the design of the basic indicators of questionnaires and the design of the questionnaire structure. Similarly, the questionnaire survey is also preceded in front of the evaluation elements. The specific evaluation indicators are expanded separately in the later order. This article designs a total of a questionnaire.

In order to investigate the opinions of the talent's attraction of urban talents in Guangxi, and understand the actual needs and attention points of talents, this article designed "How to attract talents in innovative cities". For details, please refer to Appendix B. The questionnaire consists of two parts. The first part is the basic situation of the sample of talents to understand the gender, age, academic qualifications, working years, positions, and nature of the units of the investigated talents. The second part of the survey of talent samples on the elements of attractive evaluation is covered, covering the content of the three sectors of talent flow attraction, the attraction of talent development, and the attraction of talent value performance. From the key factors affecting the development of talent development and effective measures to promote the development of talent development, the evaluation elements of the attraction of talent development are investigated; the key factors affecting the value of talent value and effective measures to ensure the value of talent value are used. The evaluation elements of the attractiveness of talent values are investigated, and there are 13 questions in this part. After repeated considerations

and revised and adjusted the questionnaire in accordance with the opinions of relevant experts, in May 2022, the talent distribution of online questionnaires was adopted to formally "how to attract talents in innovative cities" to the Guangxi region. There are 8 questionnaires (more than 2 information is incomplete, such as lack of answers, omissions, etc.), and the questionnaire is 96%. The talents selected by the questionnaire mainly include the employees of the enterprise institutions, universities, scientific research institutions, medical institutions and other units, as well as some college students in Guangxi.



## **CHAPTER 4**

### **DATA ANALYSIS**

#### **4.1 Qualitative Analysis**

Qualitative analysis uses a semi-structured questionnaire and prepares some specific questions so that researchers can guide the interview towards the research goal.

According to data access and literature research, 15 interview questions were designed to form a semi-structured interview questionnaire. In the questionnaire, questions related to the introduction of innovative talents in Guangxi are designed to enable respondents to better understand the problems and communicate. The main sample questions included in the semi-structured interview questionnaire are as follows:

Question 1: Can you tell us about your coming to work in Guangxi? How long have you been working in Guangxi?

Question 2: Do you have any comments or suggestions on the coverage of the talent policy in Guangxi?

Question 3: What do you think about the implementation of the current policy of introducing talents? What is the biggest difficulty?

Question 4: How do you feel about the current talent benefits package in Baise? Can you talk about your job offer?

Question 5: How do you feel about the medical treatment of the existing talents in Guangxi?

Question 6: How do you feel about the existing talent housing conditions in Guangxi? Can you talk about the situation in your current unit?

Question 7: How do you see the importance of the existing units that introduce talents to Guangxi? How do you introduce professional and technical talents?

Question 8: How do you think about the degree of matching your knowledge and skills with the job requirements? Can you also talk about how well your unit matches your knowledge and skills with the position?

Question 9: What do you think about the existing supporting facilities for introducing talents to Guangxi?

Question 10: How do you think about the existing educational resources for the children of imported talents in Guangxi to go to school?

Question 11: How do you think about the work of spouses of existing introduced talents in Guangxi? How does your unit deal with the spouses of introduced talents?

Question 12: How do you think about the existing introduced talents in Guangxi to continue their further education? Have you personally continued your education?

Question 13: What do you think about the development prospect of the existing industry in Guangxi?

Question 14: How do you feel about the existing conditions for career advancement?

Question 15: How do you think about the title review of the existing introduced talents in Guangxi?

The interview was conducted from March 10 to 12, 2022. Ten innovative talents were interviewed and talked with each respondent for 20-25 minutes. All the answers were recorded.

A large number of original data were collected through interviews. Then mark and classify the relevant keywords in the original interview records, and code, classify and summarize them according to these keywords. Appendix A provides the original record data of the respondents.

## 4.2 Quantitative Analysis

Analysis Data analysis presentation by using SPSS 26.0 to describe the questionnaire data, the difference analysis, correlation analysis and linear regression analysis are obtained as follows:

### 4.2.1 Descriptive Statistics

Table 4.1: Description of the Basic Situation

		Frequency	Percent
Gender	Man	123	49.8
	Woman	124	50.2
Age	Under 20 years of age	9	3.6
	21-25 years old	43	17.4
	26-30 years old	56	22.7
	31-35 years old	102	41.3
	36-40 years old	22	8.9
	Over 41 years of age	15	6.1
Degree	college	87	35.2
	undergraduate	123	49.8
	Master	30	12.1
	doctor	7	2.8
How long have you been working in Guangxi	Under 3 years	50	20.2
	3-5 years	54	21.9
	5-10 years	85	34.4
	More than 10 years	58	23.5
You think the company can at least give you how much money to keep you in Guangxi	Less than 2000 Yuan	9	3.6
	2000 ~ 4000 Yuan	26	10.5
	4000 ~ 6000 Yuan	82	33.2
	More than 6000 Yuan	130	52.6

As can be seen from the above table, there are 123 males and 124 females among the respondents, which are evenly distributed. There were 9 people under the age of 20, 43 people aged 21-25 and 56 people aged 26-30 There are 102 people aged 31-35, 22 people aged 36-40, and 15 people older than 41 years old. The description is mainly focused on the 21-35 age groups. There are 87 people with college degrees, 123 people with bachelor's degrees, 30 people with masters' degrees, and 7 people with doctorates, indicating that most of them have undergraduate degrees. There are 50 people who have worked in Guangxi for less than 3 years, 54 people who have worked in 3-5 years, and 85 people who have worked in 5-10 years There are 58 people with more than 10 years of age, indicating that the distribution of working hours in Guangxi is relatively even in various time periods. 9 people think that less than 2,000 Yuan can make them stay in Guangxi, 26 people think that 2000-4000 can let them stay in Guangxi, 82 People think it takes 4,000-6,000 to stay in Guangxi, and 130 people think it takes more than 6,000 Yuan to stay in Guangxi.

Table 4.2: Channels through which to find a Job

		Responses	
		N	Percent
Q5 What channel do you use to find a job?	Q5 Enterprise Recruitment	123	29.3%
	Q5 introduced by the government	51	12.1%
	Q5 Start your own business	51	12.1%
	Q5 Job Transfer	58	13.8%
	Q5 Civil servant assignment	46	11.0%
	Q5 College Recruitment	91	21.7%
Total		420	100.0%

As can be seen from the above table, 29.3% of the people choose enterprise recruitment to find a job, 12.1% choose the government to introduce and start their

own business, 13.8% choose job allocation, and 11% choose civil servants to allocate 21.7% of people choose to find a job by university recruitment.

Table 4.3: You think Guangxi is Currently Doing a little bit to Attract Innovative Talents

		Responses	
		N	Percent
Q6 You think Guangxi is currently doing a little bit to attract innovative talents	Q6 Talent Settlement Policy	88	12.4%
	Q6 Settlement fee	102	14.3%
	Q6 housing conditions	131	18.4%
	Q6 Children's education	120	16.9%
	Q6 City construction	115	16.2%
	Q6 Salary package	156	21.9%
Total		712	100.0%

As can be seen from the above table, 12.4% of people believe that the less lacking place in Guangxi in attracting innovative talents is the talent settlement policy, 14.3% think that the settlement fee is relatively lacking, and 18.4% think that housing conditions are lacking, 16.9%. People think that their children's education is relatively lacking, 16.2% think that urban construction is relatively lacking, and 21.9% think that salaries and benefits are relatively lacking.



Table 4.4: What keeps you working in Guangxi

		Responses	
		N	Percent
Q8 What causes you to stay in Guangxi to work	Q8 Salary income is high	73	15.0%
	Q8 Low cost of living	105	21.6%
	Q8 welfare treatment is good	63	12.9%
	Q8 good working atmosphere	91	18.7%
	Q8 medical education is strong	51	10.5%
	Q8 Other	104	21.4%
Total		487	100.0%

As can be seen from the above table, 15% of the people continue to work in Guangxi because of high wage income, 21.6% stay in Guangxi because of the low cost of living, 12.9% stay in Guangxi because of good welfare benefits, and 18.7%. People stayed in Guangxi to work because of a good working atmosphere, 10.5% of people were because of strong medical education, and 21.4% chose others.

Table 4.5: The Mean Description of each Dimension Variable

	N	Minimum	Maximum	Mean	Std. Deviation
Career development	247	1.00	5.00	3.4332	.85483
Talent management system	247	1.00	5.00	3.2713	1.01077
Living life	247	1.00	5.00	3.3907	1.01021
Salary satisfaction	247	1.00	5.00	3.3360	.95766
Policy support	247	1.00	5.00	3.2834	.93956
Talent attraction	247	1.00	5.00	3.2915	.93272

As can be seen from the above table, the average value of the career development dimension is 3.43, the average value of the talent management system dimension is 3.27, the average value of the residential life dimension is 3.39, the average salary satisfaction dimension is 3.34, and the average value of the policy support dimension is 3.28, the average value of the talent attraction dimension is 3.29, and the average score of all dimensions is between 3-4 points, indicating that the satisfaction situation is between general and relatively satisfactory, and the satisfaction is better.

#### 4.2.2 One-way ANOVA

Table 4.6 is obtained by comparing the differences in career development, talent management systems, residential life, salary satisfaction, policy support, and talent attraction of people with different academic qualifications

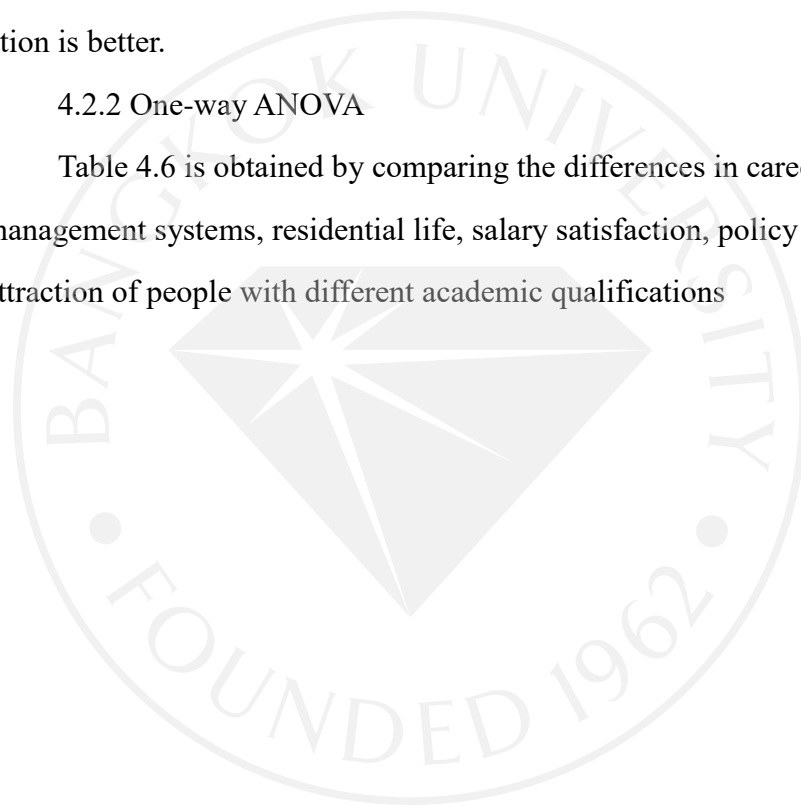


Table 4.6: Comparison of Differences in Academic Qualifications between Variables

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Career	college	87	3.7088	.78059	.08369	3.5424	3.8752	1.33	5.00
development	undergraduate	123	3.3360	.84013	.07575	3.1861	3.4860	1.00	5.00
	Master	30	3.1222	.82807	.15118	2.8130	3.4314	1.00	4.33
	doctor	7	3.0476	1.26825	.47935	1.8747	4.2206	1.00	4.33
	Total	247	3.4332	.85483	.05439	3.3261	3.5403	1.00	5.00
Talent	college	87	3.5402	.98305	.10539	3.3307	3.7497	1.00	5.00
management system	undergraduate	123	3.1220	.98626	.08893	2.9459	3.2980	1.00	5.00
	Master	30	3.1167	1.01441	.18520	2.7379	3.4955	1.00	5.00
	doctor	7	3.2143	1.28638	.48620	2.0246	4.4040	1.00	4.50
	Total	247	3.2713	1.01077	.06431	3.1446	3.3979	1.00	5.00

(Continued)

Table 4.6 (Continued): Comparison of Differences in Academic Qualifications between Variables

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Living life	college	87	3.6494	.94658	.10148	3.4477	3.8512	1.00	5.00
	undergraduate	123	3.2846	1.02045	.09201	3.1024	3.4667	1.00	5.00
	Master	30	3.1167	1.01441	.18520	2.7379	3.4955	1.00	5.00
	doctor	7	3.2143	1.11270	.42056	2.1852	4.2434	1.00	4.50
	Total	247	3.3907	1.01021	.06428	3.2641	3.5173	1.00	5.00
Salary satisfaction	college	87	3.5690	.91236	.09782	3.3745	3.7634	1.00	5.00
	undergraduate	123	3.2764	.95429	.08605	3.1061	3.4468	1.00	5.00
	Master	30	3.0000	.95593	.17453	2.6431	3.3569	1.00	4.50
	doctor	7	2.9286	1.05785	.39983	1.9502	3.9069	1.00	4.00
	Total	247	3.3360	.95766	.06093	3.2160	3.4561	1.00	5.00

(Continued)

Table 4.6 (Continued): Comparison of Differences in Academic Qualifications between Variables

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Policy support	college	87	3.5460	.91064	.09763	3.3519	3.7401	1.00	5.00
	undergraduate	123	3.2195	.92583	.08348	3.0543	3.3848	1.00	5.00
	Master	30	2.8167	.86586	.15808	2.4933	3.1400	1.00	4.50
	doctor	7	3.1429	1.02933	.38905	2.1909	4.0948	1.00	4.00
	Total	247	3.2834	.93956	.05978	3.1656	3.4012	1.00	5.00
Talent attraction	college	87	3.5230	.86235	.09245	3.3392	3.7068	1.00	5.00
	undergraduate	123	3.2195	.93683	.08447	3.0523	3.3867	1.00	5.00
	Master	30	2.9833	.96027	.17532	2.6248	3.3419	1.00	5.00
	doctor	7	3.0000	1.11803	.42258	1.9660	4.0340	1.00	4.00
	Total	247	3.2915	.93272	.05935	3.1746	3.4084	1.00	5.00

Table 4.7: ANOVA Analysis

		Sum of Squares	df	Mean Square	F	Itself
Career development	Between Groups	11.712	3	3.904	5.645	.001
	Within Groups	168.047	243	.692		
	Total	179.759	246			
Talent management system	Between Groups	9.776	3	3.259	3.278	.022
	Within Groups	241.550	243	.994		
	Total	251.326	246			
Living life	Between Groups	9.680	3	3.227	3.249	.023
	Within Groups	241.368	243	.993		
	Total	251.049	246			
Salary satisfaction	Between Groups	9.707	3	3.236	3.642	.013
	Within Groups	215.902	243	.888		
	Total	225.609	246			
Policy support	Between Groups	13.174	3	4.391	5.231	.002
	Within Groups	203.988	243	.839		
	Total	217.162	246			
Talent attraction	Between Groups	8.743	3	2.914	3.450	.017
	Within Groups	205.269	243	.845		
	Total	214.012	246			

As can be seen from the above table, there are significant differences in career development, talent management system, living life, salary satisfaction, policy support and talent attraction of people with different academic qualifications, and the significance is less than 0.05. Among them, the lower the academic qualification, the higher the satisfaction score for career development, indicating that the higher the academic qualification, the less satisfied with the career development. College and doctoral degrees are more satisfied with talent management systems and policy

support than undergraduates and masters. The lower the education, the higher the satisfaction with the living life, salary and talent attraction.

#### 4.2.3 Correlations

Table 4.8 is obtained by conducting a Pearson-related analysis of talent attraction with talent management systems, living and living, career development, salary satisfaction, and policy support



Table 4.8: Correlation Analysis between Variables

		Talent attraction	Talent management system	Living life	Career development	Salary satisfaction	Policy support
Talent attraction	Pearson Correlation	1	.751**	.802**	.736**	.689**	.819**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	247	247	247	247	247	247
Talent management system	Pearson Correlation	.751**	1	.777**	.711**	.691**	.763**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	247	247	247	247	247	247
Living life	Pearson Correlation	.802**	.777**	1	.712**	.724**	.788**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	247	247	247	247	247	247
Career development	Pearson Correlation	.736**	.711**	.712**	1	.748**	.728**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	247	247	247	247	247	247

(Continued)



Table 4.8 (Continued): Correlation Analysis between Variables

		Talent attraction	Talent management system	Living life	Career development	Salary satisfaction	Policy support
Salary satisfaction	Pearson Correlation	.689**	.691**	.724**	.748**	1	.692**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	247	247	247	247	247	247
Policy support	Pearson Correlation	.819**	.763**	.788**	.728**	.692**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	247	247	247	247	247	247

As can be seen from the above table, there is a significant positive correlation between talent attraction and talent management system, residential life, career development, salary satisfaction and policy support ( $P < 0.05$ ), indicating that the more satisfied with the talent management system, residence life, career development, salary satisfaction and policy support, the more satisfactory the talent attraction.

#### 4.2.4 Linear Regression

Through correlation analysis, it is found that the independent variable and the dependent variable show a significant correlation relationship, so they are included in linear regression, and a multivariate linear regression model is constructed, which is obtained from Table 4.9

Table 4.9: Multiple Linear Regression of Variables And Talent Attraction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change R Square	Change F	df1	df2	Change Statistics F	Durbin-Watson
1	.870 <sup>a</sup>	.756	.751	.46544	.756	149.380	5	241	.000	2.369
Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics					
	B	Std. Error	Beta	t	Itself	Tolerance	Bright			
Talent attraction	(Constant)	.153	.126	1.212	.227					
	Career development	.177	.060	.162	2.959	.003	.336	2.977		

(Continued)

Table 4.9 (Continued): Multiple Linear Regression of Variables And Talent Attraction

Model	Unstandardized Coefficients	Standardized		t	Itself	Collinearity	
		Coefficients				Statistics	
		B	Std. Error			Beta	Tolerance
Talent attraction	(Constant)	.153	.126	1.212	.227		
	Talent management system	.101	.053	.110	1.928	.055	.312 3.206
	Living life	.270	.056	.292	4.828	.000	.277 3.614
	Salary satisfaction	.022	.052	.023	.427	.670	.355 2.814
	Policy support	.369	.058	.371	6.318	.000	.293 3.412

By taking the talent attraction dimension as the dependent variable, career development, talent management system, residence life, salary satisfaction and policy support as the independent variables, the regression model is constructed, and the model is obtained as above, the model significance is 0.000, and the model R side is 0.751, indicating that the model is significant and the fit is very good. Among them, the corresponding significance of career development, residential life and policy support is less than 0.05, and the significance of talent management system and salary satisfaction is greater than 0.05, indicating that career development, residential life and policy support are important factors affecting the satisfaction of talent attraction, and they are all positive impacts, indicating that the more satisfactory the career development, residential life and policy support, the more satisfactory the talent attraction.

The regression equation is as follows: talent attraction = 0.153 + 0.177 \* career development + 0.27 \* living life + 0.369 \* policy support



## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Conclusion**

This paper will put forward relevant suggestions on enhancing the overall talent attractiveness of urban agglomerations from the aspects of the economic development level, social living environment and talent flow mechanism that affect the attractiveness of urban talent flow, the talent policy system that affects the attractiveness of urban talent development, the scientific research and education environment, the social and humanistic atmosphere, and the guarantee mechanism that affects the value of urban talent.

##### 5.1.1 Improve the attractiveness of talent flow in urban agglomerations

5.1.1.1 Improve the level of economic development and create a good economic environment

The level of economic development has a great impact on the attractiveness of talents. On the one hand, the economic foundation is the basic premise of social development and a strong support for meeting the basic needs of talents' life and work. The materials, treatment, and entrepreneurial platforms required for the improvement of the talent environment can be solved with the improvement of the economic environment; On the other hand, a good talent environment can add more impetus to the economic environment of the region. This paper proposes to optimize the economic environment of Guangxi's urban agglomeration from the following aspects.

##### 2) Optimize the regional industrial layout

Guangxi belongs to the southwestern region close to Guangdong, and its economic foundation and industrial development are mostly at a lower level, resulting in the structure of resource demand between the two places is not close. And because under the hierarchical financial system, in order to achieve local fiscal

revenue and speed, each administrative region is planning industrial development within the jurisdiction of the jurisdiction, industrial self-contained system, infrastructure construction, resulting in different industrial structures. Talent resources is one of the driving forces for industrial development, fierce competition for talent resources is inevitable, the construction of the industry directly leads to competition between the two places is greater than cooperation, invisibly forming the respective protection of the talent resources market, is not conducive to the improvement of the overall economic development level of the urban agglomeration and the development of the talent environment. Based on this, Guangxi should further promote the construction of regional economic integration and talent integration on the basis of radiating the surrounding economic circle with core cities. Through the integration and use of the industrial advantages of various places to optimize the regional industrial structure layout, promote the transformation and upgrading of the modern economy, and vigorously develop new special talent zones.

2) Strengthen the construction of urban basic environment and improve the living environment of talents

People-oriented is an important guiding principle for attracting talents, and providing a better living environment for talents is an important embodiment of people-oriented. Through the construction of the comprehensive talent attraction evaluation system of Guangxi urban agglomeration and its comparative analysis process, it can be found that the impact effect of the basic urban environment such as the social living environment and the natural environment is relatively strong. Therefore, this paper proposes to strengthen the construction of urban basic environment and improve the living environment of talents from the following aspects.

5.1.1.2 Improve the level of urban living environment Improvement of living environment conditions can indirectly improve the attractiveness of cities to talents. The quality of the living environment directly affects the mood of the

introduction of urban talents, which in turn affects the efficiency of talent work.

Therefore, Guangxi can improve the talent environment by providing a good living environment. Income levels, housing conditions and medical conditions are the most concerned issues for talents in the social life environment. On the one hand, Guangxi cities should vigorously develop the economy and improve the income level of talents; On the other hand, we should continuously improve living and working conditions, improve the supporting construction of urban functions such as community services and medical and health care, and create an excellent working and living environment for talents. In the context of the current continuous rise in housing prices across the country, basic living conditions have become one of the decisive factors for the smooth flow of talents. Solving the problem of housing difficulties requires the cooperation and assistance of the government, relevant enterprises and other parties.

#### 5.1.1.3 Strengthen the improvement of the urban natural environment

With the improvement of the level of social development, people have begun to pay attention to environmental protection and pollution control issues while developing the economy. A good living environment is inseparable from handling the relationship with the natural environment, and talents pay more and more attention to the natural environment when choosing a place to work and live. Therefore, the quality of the living environment can be improved from the following aspects. First, to improve the construction of the system, Guangxi cities should take the governments at all levels as the main body and improve the environmental protection system Construction, improve the awareness of urban residents of environmental protection, with a good natural environment as an important basis for attracting talents and gathering talents. Second, increase the per capita green area, accelerate the construction of urban public green space, and beautify the city; Do a good job in suburban greening and improve the urban greening rate. Third, improve the comprehensive management capacity of the city, reduce the pollution phenomena

including water resources, noise, large, etc., through increasing the intensity of relocation and transformation of polluting enterprises, orderly control of various pollution sources, orderly control of environmental noise, and establish a virtuous circle of the most efficient use of resources, the least waste discharge and excellent ecological environment. Through the above steps, we strive to create a comfortable living environment for talents.

#### 5.1.2 Enhance the attractiveness of talent development in urban agglomerations

Optimize the system and mechanism, improve the policy system related to talents the introduction of talents is the main form of competition for talents in various countries, regions and cities in the world today. A more effective measure is to attract talent with preferential settlement and work policies. Although the influence of the relevant elements of talent policy is not considered in the construction of the comprehensive evaluation index system for urban talent attractiveness, the important role of talent policy in urban talent attractiveness cannot be ignored. In recent years, Guangxi cities have made remarkable achievements in the formulation and implementation of talent introduction policies, in order to further improve the relevant talent policy system and optimize the effect of policy implementation, the following suggestions are hereby put forward.

## 5.2 Discussion

The social competition in the era of knowledge economy is, in the final analysis, the competition of talents. Whether it can attract talents or have sufficient talent reserves has a decisive and important influence on the economic and social development of a city, region or even a country. Economic globalization and the improvement of production efficiency have accelerated the flow of talents. Talent attraction has received extensive attention from all walks of life. At the same time, with the advancement of economic globalization and regional integration, the



competition between countries, cities and cities is increasingly transformed into competition between urban agglomerations. Guangxi is one of the main provinces in the western region of my country, an important platform for the development of the western region and a strategic support for the ASEAN Economic Belt. Therefore, taking Guangxi as an example, it is of great significance to study the attractiveness of urban talents for promoting the economic and social development of Guangxi. Based on the analysis and summary of the existing research and related theories at home and abroad, this paper sorts out and constructs the initial evaluation index system of urban talent attraction. Then, based on this, a questionnaire for the evaluation elements and indicators of talent attraction was designed, and a field questionnaire survey was carried out in Guangxi. The final comprehensive evaluation index system of urban talent attraction is constructed. On this basis, this paper defines the scope of cities in Guangxi and analyzes the current situation of talents. After collecting and arranging the statistical data of relevant indicators, it conducts an empirical evaluation on the attractiveness of talents in Guangxi urban agglomerations. The comprehensive evaluation of talent attraction and the evaluation results of each city's sub-items are compared, and finally, the corresponding countermeasures and suggestions are put forward for the cities in Guangxi Province as a whole. This has important theoretical and practical significance for the implementation of talent development strategy in Guangxi urban agglomeration and the improvement of talent attraction and comprehensive competitiveness. Through the research, this paper mainly draws the following conclusions:

- 1) Based on the relevant theories of talent mobility and talent attraction, this paper defines the concepts of talent, talent attraction, and talent attraction evaluation, and determines three levels of urban talent attraction evaluation based on related theories and literature research results: talent mobility attraction force, the attractiveness of talent development, and the attractiveness of the guarantee mechanism for the development of talent value.

2) Based on the initial evaluation index system of urban talent attraction obtained by the literature research method, combined with the actual questionnaire survey results, a set of relatively scientific, objective and reasonable comprehensive evaluation index system of urban talent attraction was analyzed and constructed. The combined weighting method combined with the weighting method determines the weight of each evaluation index in the system to build a comprehensive urban talent attraction evaluation model, which can provide an effective reference for the evaluation of talent attraction in other cities or regions.

3) Compare the comprehensive talent attractiveness of Guangxi Province by using the above-mentioned urban comprehensive talent attractiveness evaluation model, and draw out the relative advantages and disadvantages of Guangxi in talent attractiveness.

4) According to the above evaluation and comparative research results, corresponding countermeasures and suggestions for improving the attractiveness of talents with strong pertinence and differentiation are put forward for Guangxi as a whole.

## BIBLIOGRAPHY

- Agarwal, P. K. (2019). Retrieval practice & bloom's taxonomy: Do students need fact knowledge before higher order learning?. *Journal of Educational Psychology, 111*(2), 189–209.
- Aguinis, H., Gottfredson, R. K., & Joo, H. (2012). Using performance management to win the talent war. *Business Horizons, 55*(6), 609-616.
- Al Amiri, N., & Abu Shawali, A. (2021). Talent management strategies of a public UAE hospital in the Industry 4.0 era: A qualitative analysis. *Problems and Perspectives in Management, 19*(2), 14-27.
- Andersen, M. K. (2013). *The best definition of talent for your talent management program*. Retrieved from <https://mortenkamp.com/2013/01/07/the-best-definition-of-talent-for-your-talent-management-program/>.
- Andersson, M., Asplund, C., Byström, M., & Ekma, P. (2014). *Tools and strategies for innovative talent attraction and retention*. Stockholm: Tendensor.
- Certification for talent development force*. (2015). Retrieved from <https://www.ondemandcn.com/tdf-rz>.
- Chartered Institute of Personnel and Development. (2021). *Talent management*. London: CIPD.
- Collings, D. G., Scullion, H., & Caligiuri, P. M. (2018). *Global talent management* (2<sup>nd</sup> ed.). New York: Routledge.
- Craven, M., Liu, L., Wilson, M., & Mysore, M. (2020). *COVID-19: Implications for business in 2020*. Retrieved from <https://www.mckinsey.com/business-functions/risk-and-resilience/our-insights/covid-19-implications-for-business-2020>.
- Dalayga, B., Baskaran, S., & Mahadi, N. (2021). Talent development practices: A revisit as an imperative for talent retention. *The International Journal of Academic Research in Business and Social Sciences, 11*(2), 330-348.

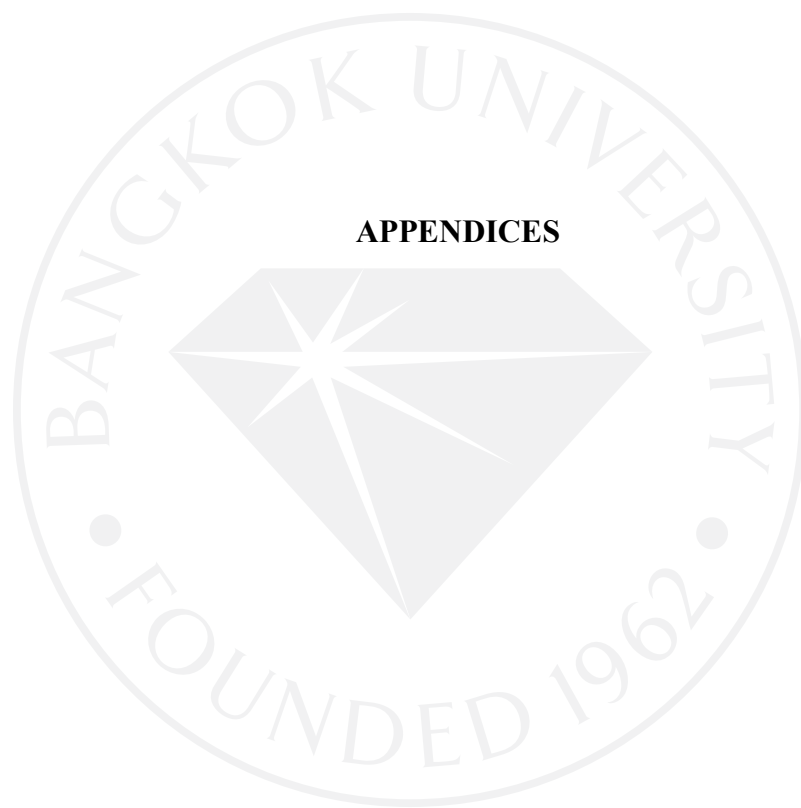
- Drucker, P. F. (2002). *They're not employees, they're people*. Retrieved from <https://hbr.org/2002/02/theyre-not-employees-theyre-people>.
- Edelman Japan. (2020). *2020 Edelman trust barometer special report: Trust and the Coronavirus Japan results*. Japan: Author.
- Edelman Japan. (2021). *2021 Edelman Trust barometer spring update: A world in Trauma -Japan*. Japan: Author.
- Garavan, T. N., Carbery, R., & Rock, A. (2012). Mapping talent development: Definition, scope and architecture. *European Journal of Training and Development*, 36(1), 5-24.
- Gruwez, E. (2017). *VUCA world—a quick summary*. Retrieved from <https://tothepointatwork.com/vuca-world/>.
- Guangxi Talent Network. (2021). *Recruitment and job*. Retrieved from [www.gxrc.com](http://www.gxrc.com).
- Hiebert, M. (2020). *China's belt and road finds Southeast Asia a tough slog*. Retrieved from [https://www.iseas.edu.sg/wp-content/uploads/2020/08/ISEAS\\_Perspective\\_2020\\_95.pdf](https://www.iseas.edu.sg/wp-content/uploads/2020/08/ISEAS_Perspective_2020_95.pdf).
- Hopkins, D. (2011). Talent management in education. *School Leadership and Management*, 31(3), 297-298.
- Lucey, D. R. (2022). *Lockdown due to COVID-19 (Omicron) in Baise, China, near Vietnam*. Retrieved from [https://www.idsociety.org/science-speaks-blog/2022/lockdown-due-to-covid-19-omicron-in-baise-china-near-vietnam/#/+0/publishedDate\\_na\\_dt/desc/](https://www.idsociety.org/science-speaks-blog/2022/lockdown-due-to-covid-19-omicron-in-baise-china-near-vietnam/#/+0/publishedDate_na_dt/desc/).
- Marsh & McLennan Companies. (2020). *Global talent trends 2020*. Retrieved from <https://workingnation.com/wp-content/uploads/2020/03/global-talent-trends-2020-report.pdf>.
- Mehdiabadi, A. H., & Li, J. (2016). Understanding Talent Development and Implications for Human Resource Development: An Integrative Literature Review. *Human Resource Development Review*, 15(3), 263-294.

- Mustafa Kamil, B. A. (2011). A study on the implementation of talent management practices at Malaysian companies. *Asian Journal of Business and Management Sciences*, 1(4), 147-162.
- OECD Business and Finance Outlook. (2018). *China's belt and road initiative in the global trade, investment and finance landscape*. Retrieved from <https://www.oecd.org/finance/Chinas-Belt-and-Road-Initiative-in-the-global-trade-investment-and-finance-landscape.pdf>.
- Pandita, D., & Ray, S. (2018). Talent management and employee engagement – a meta-analysis of their impact on talent retention. *Industrial and Commercial Training*, 50, 185-199.
- Pruis, E. (2011). The five key principles for talent development. *Industrial and Commercial Training*, 43(4), 206-216.
- Qiao, P., & Zhou, P. (2019). *Study on the development of Guangxi Beibu Gulf Port logistics service industry*. In Proceedings of the 1st International Conference on Business, Economics, Management Science (pp. 320-323). China: Atlantis.
- Shi, R., & Zhang, L. (2022). *Guangxi's contribution to GDP on the ascent*. Retrieved from <https://www.chinadaily.com.cn/a/202207/23/WS62db3dbfa310fd2b29e6df15.html>.
- Thorpe, S., & Clifford, J. (2003). *The coaching handbook: An action kit for trainers & managers*. London: Kogan Page.
- Tlaiss, H. A., Martin, P., & Hofaidhllaoui, M. (2017). Retaining key workers: Factors that can help reduce employee turnover. *Human Resource Management International Digest*, 25(7), 18-20.
- United Nations Development Programme in China. (2020). *Assessment report impact of COVID-19 pandemic on Chinese enterprises*. China: UNDP.

Van Dijk, G. H. G. (2008). The talent management approach to human resource management: Attracting and retaining the right people. *Journal of Public Administration*, 43(3.1), 385-395.

Yang, H. (2021). *China to aid ASEAN's digital transformation*. Retrieved from <http://epaper.chinadaily.com.cn/a/202112/02/WS61a7f121a31019b029ba2356.html>.





**APPENDICES**

## Appendix A

### Respondents' Raw Recorded Data

	Age	Sex	Occupation	Education
Respondent 1	36 years old	Female	Technical Staff	Bachelor's degree
Respondent 2	40 years old	Male	Lecturer	Postgraduate
Respondent 3	32 years old	Male	Engineer	Bachelor's degree
Respondent 4	38years old	Female	Lecturer	Postgraduate
Respondent 5	33years old,	Female	Human Resources	Postgraduate
Respondent 6	34 years old	Male	Civil Service	Bachelor
Respondent 7	38 years old	Male	Physician	Undergraduate
Respondent 8	38 years old	Male	Government Agency Staff	Bachelor
Respondent 9	35 years old	Female	Government Agency Staff	Bachelor
Respondent 10	55 years old	Male	Private business owners	-



Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
1. Can you tell us about your coming to work in Guangxi? How long have you been working in Guangxi?				
14 years in manufacturing	I came to Baise in 2015 and have been working as a full-time faculty member at the School of Medicine with the current title of Lecturer.	I work in Guangxi Pingban Hydropower Station, about 8 years	In Guangxi to study, cast resume and then interview, after comparing several development prospects decided to come, July 2022 exactly 10 years	He came to Guangxi to work in human resource management, now six years.
2. And do you have any comments, or suggestions on the coverage of the talent policy in Guangxi?				
Insufficient skilled and technical R&D personnel	I do not understand the talent policy of Baise City, when I was recruited directly through the official website of Baise College to apply for the job. Since the state approved the construction of Baise City key development and opening pilot area in 2020,	The first thing is to suggest to improve our income can, people are going to Baise development, more and more people competition is getting better and better.	I don't know much about the talent policy, as far as I know, the talent policy of Baise College is still very strong for the introduction of doctors	I hope there will be preferential policies on housing

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
1. Can you tell us about your coming to work in Guangxi? How long have you been working in Guangxi?				
	Baise City government talent introduction tends to high-level talent, but many preferential policies I have not felt yet, I do not know the results, I hope Baise City can accelerate the implementation of talent policy.			
Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
3. What do you think about the implementation of the current policy of introducing talents? What is the biggest difficulty?				
I feel that the biggest difficulty to retain talent	Feel the slow implementation of talent policy, the specific degree of implementation is not obvious, basically cannot feel. As for the difficulty, it may be that there is no money, or it may be that the implementation is not strong enough.	How to improve the income of employees and provide housing while controlling the growth of housing price.	See our school's doctoral talent introduction implementation is quite good, the difficulty is to retain talent	Not sure

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
4. How do you feel about the current talent benefits package in Baise? Can you talk about your job offer?				
The enterprise treats senior talents highly and implements annual salary system, most of the workers have low income, about 60,000-70,000 per capita	I do not know about the talent welfare treatment of Baise City, as far as I myself, the basic salary and Baise City match. My treatment of five insurance and one gold processing capital, annual income excluding five insurance and one gold about 70-80,000.	My job offer is 200,000 Yuan per year, Guangxi's salary package compared to first-tier cities to lower, but the cost of living in Guangxi, food prices are not lower than first-tier cities. So there is still pressure.	Doctoral welfare is very good, master's is not good, as far as our school is concerned, lecturers are evaluated on 7 years, associate high title 2020 end also have, level salary or assistant professor, a year on 400 hours, 10 thesis, should have nearly 100,000	Probably about 80,000 to 90,000 after tax

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
5. How do you feel about the medical treatment of the existing talents in Guangxi?				
No special medical treatment for senior personnel, same as other employees	I have not heard of any medical treatment for the talent in Baise City. In my case, I feel that the medical treatment is getting worse and worse, and the reimbursement rate is getting lower and lower.	The same common national health insurance, I think the coverage of drugs medical is not enough, some important drugs still need to pay for themselves, which undoubtedly increases the pressure on the family.	General medical insurance	Not sure

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
6. How do you feel about the existing talent housing conditions in Guangxi? Can you talk about the situation in your current unit?				
According to the graduation school to give 20-100,000 Yuan settlement fee, with staff dormitory	Basically, they are buying their own commercial houses. My unit is currently under construction shantytown housing, more people buy, the price is said to be cheaper, because I did not buy, so not very well known.	Our unit's welfare housing in Nanning, can be rented at a cheaper price for five years	Not good, I bought a shantytown in the college, a few years has not yet delivered, currently living in a school apartment, the traffic is inconvenient, the environment is lovely, more than 300 a month of rent.	It's a bit unreasonable to put the time stuck at a certain point, before the purchase of a house to enjoy the benefits of buying a house. My unit currently has no corresponding subsidy measures for lecturer class titles, at least I'm not sure there are

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
7. How do you see the importance of the existing units that introduce talents to Guangxi? How do you introduce professional and technical talents?				
Great importance is attached to it, but the unit's own training is the main purpose of the skills upgrading service company	As far as this unit is concerned, more senior talents are needed, and the unit still attaches more importance to giving a higher salary package in terms of talent treatment.	I don't feel very important	The force is quite strong, our school seems to be through the recruitment	I probably know that Guangxi has some talent policy, but how specific, is not very clear, my unit for some of the shortage of class talent to the preparation of settlement fees, etc., treatment, etc. are good.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
8. How do you think about the degree of matching your knowledge and skills with the job requirements? Can you also talk about how well your unit matches your knowledge and skills with the position?				
<p>The degree of matching is better, and there has been a strong effort to cultivate multi-talented complex talents</p>	<p>For job requirements, having corresponding knowledge and skills is a must for oneself, and the higher the matching degree, the better the working effect. As an application-oriented college, Baise College tends to have people with practical experience in enterprises when introducing talents, and can apply the experience of enterprises in the classroom during the teaching process, so that the knowledge students learn is not on paper, which is conducive to the all-round development of students.</p>	<p>basically start from the grassroots first, and later will have the opportunity to be divided into other careers</p>	<p>I and the school match is still in the middle to upper level</p>	<p>Matching, evaluation of matching, etc. is done at the time of recruitment, and most of the teachers recruited are in line with the majors taught</p>

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
9. What do you think about the existing supporting facilities for introducing talents to Guangxi?				
Inadequate supporting facilities, such as medical and housing are not reflected	I don't know what support facilities Baise City has for talent introduction.	Not very perfect	No deep understanding, the current Red City talent system, look at the document supporting facilities is possible, but the progress is a little slow, until now did not get the talent card	No knowledge

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
10. How do you think about the existing educational resources for the children of imported talents in Guangxi to go to school?				
Children's education is not reflected, and this is what bothers our employees	It feels that Baise City does not have any policy tendency for the children of the introduced talents to go to school, and they are not enjoying the preferential education resources at present.	According to the government policy	Don't really know	Agree



Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
11. How do you think about the work of spouses of existing introduced talents in Guangxi? How does your unit deal with the spouses of introduced talents?				
Insufficient consideration for spouse placement, few can be placed together	Not sure about Baise City. The unit will help solve the work of family members within the unit if the title of the introduced talent is high, which is usually arranged to work in the library or administrative department.	Not really understand	Don't really know	Not sure there are such policies

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
12. How do you think about the existing introduced talents in Guangxi to continue their further education? Have you personally continued your education?				
This mainly depends on the individual's own planning and efforts, companies are very supportive of further education, I personally stay at the undergraduate level without further study	Baise City does not know, this unit is to encourage the unit's employees to continue their education, but from the support is far less than before, may be the reason for the basic saturation of talent. At present, I am also a doctoral student.	Not very perfect	Did not understand, only understand our unit, the idea of further education, just assess the title requirements after three years to apply	From the policy is supported, the individual did not continue further education

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
13. What do you think about the development prospect of the existing industry in Guangxi?				
The existing development of our business mainly depends on national policies, policy support for development is better, policy changes are unpredictable	Baise City is affected by the geographical and economic conditions, the development of itself is relatively slow, feeling that the overall effect of the development of various industries is not very obvious.	Very general, economic vitality is not enough, mainly state enterprises, private enterprises are not competitive enough	Agriculture should have a very good future, aluminum should also work	Look good, at least in terms of location and climate and other natural conditions, personally feel that there are advantages
14 How do you feel about the existing conditions for career advancement?				
Relatively fair, capable and diligent employees have good room for advancement.	Not very promising, the smaller the place, the less transparent it is. There is a mismatch between career advancement conditions and actual implementation.	Take my company as an example, I am very dissatisfied with the promotion. 1, there are not many positions for promotion, but there are many employees	Don't really know	For young employees, the pressure for career advancement is increasing and the requirements are becoming more demanding

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
14 How do you feel about the existing conditions for career advancement?				
		<p>who work hard at the grassroots level. 2, there is also very little room for your supervisor to be promoted, so one level is pressed one level, and you only have the opportunity if your supervisor leaves or promotes you.</p>		

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
15. How do you think about the title review of the existing introduced talents in Guangxi?				
We are self-rated as a company, with some water.	In terms of propriety, the title review conditions are getting higher and higher, which may be inseparable from the development of the unit on the one hand, and related to the quality of talent introduction on the other hand, to introduce better talents through the title review.	No idea	Don't really know	The coverage is too narrow

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
1. Can you tell us about your coming to work in Guangxi? How long have you been working in Guangxi?				
Worked in Baise for 7 years, career and state-owned enterprises have stayed	Worked in Longlin County People's Hospital for 9 years	I first worked in a credit company for 4 years, then I took the civil service examination, and now I work in the publicity department of the city government	Worked in the Justice Bureau for 7 years	After graduating from college, I set up a trading company by myself

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
2. And do you have any comments, or suggestions on the coverage of the talent policy in Guangxi?				
Relatively one-sided, most policies are only for highly educated talents, ignoring the practical work experience of the proposed talents	The coverage is not wide, and it feels like it is only for high-tech and highly skilled people	Our government agency will take the best graduates from the school	Policy ignorance	Not sure

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
3. What do you think about the implementation of the current policy of introducing talents? What is the biggest difficulty?				
Most of the talent subsidies are too slow to land and cannot solve the practical problems such as settling down for those who have been employed.	Implementation is very good, the higher the education, the better the technology, the more money you get	No knowledge	No knowledge	No knowledge
4. How do you feel about the current talent benefits package in Baise? Can you talk about your job offer?				
Relatively low, treatment cannot match the actual consumption level of Baise	I'm a physical therapist, earning 250,000 a year	No knowledge ,170,000 a year	I think it's great, I'm 180,000 a year	Depending on the market dynamics, the company's distribution
5. How do you feel about the medical treatment of the existing talents in Guangxi?				
It seems that there is no policy in this regard	Talent and general employees are the same, national health insurance	The people of the country are basically the same	Everyone is the same	General medical insurance

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
6. How do you feel about the existing talent housing conditions in Guangxi? Can you talk about the situation in your current unit?				
<p>The housing conditions are relatively good, but the transportation to the talent apartments for older single youths is not very convenient, and it is inconvenient for them to travel considering that they have just been employed and do not have the financial ability to buy a car.</p>	<p>Our hospital will help employees to pay the housing fund, according to the proportion of annual salary</p>	<p>Pay housing fund according to the national policy</p>	<p>The unit only pays the provident fund insurance, the other will not take care of you</p>	<p>Our private company does not pay the housing fund, only the insurance for employees</p>



Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
7. How do you see the importance of the existing units that introduce talents to Guangxi? How do you introduce professional and technical talents?				
<p>Government agencies pay more attention to the introduction of talents, but other agencies and institutions do not pay enough attention, and are not even willing to accept the introduction of high-level talents, and are themselves "biased" against high-level talents, believing that their education is much higher than their ability</p>	<p>Because I am here is a county-level city, if the salary is not high good will not come</p>	<p>I don't feel very important</p>	<p>I don't feel very important</p>	<p>In my opinion, because Guangxi's economy is not dynamic enough, good people tend to choose big cities like Beijing, Shanghai and Guangzhou</p>

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
8. How do you think about the degree of matching your knowledge and skills with the job requirements? Can you also talk about how well your unit matches your knowledge and skills with the position?				
I work in a government agency, and personally I think it's a good match. But most of my peers around me think that the knowledge and skills they have learned are useless in their units	Because I am working in a hospital, the match must be high and the skills must be very good	Not a good match, my own study is not related to the major	Not a good match, my own study is not related to the major	Not a good match, my own study is not related to the major

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
9. What do you think about the existing supporting facilities for introducing talents to Guangxi?				
Relatively Backward	Relatively Backward	Relatively Backward	Relatively Backward	No idea

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
10. How do you think about the existing educational resources for the children of imported talents in Guangxi to go to school?				
good.	Our unit will take care of it.	Work in government agencies is relatively good, children's schooling issues will be taken care of	good	No care

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
11. How do you think about the work of spouses of existing introduced talents in Guangxi? How does your unit deal with the spouses of introduced talents?				
Not bad. Our unit's work arrangement and treatment for spouses of imported talents is quite generous	Spouse's job will not be arranged	Spouse's job will not be arranged	Spouse's job will not be arranged	Spouse's job will not be arranged

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
12. How do you think about the existing introduced talents in Guangxi to continue their further education? Have you personally continued your education?				
I think that except for universities, the rest of the units are almost discouraged and discouraged by the idea of further education of talents. I myself did not continue my further education	The policy is still very encouraging	No opinion	Not very perfect	No opinion

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
13. What do you think about the development prospect of the existing industry in Guangxi?				
Difficult to find a breakthrough	good	Not very promising	good	good

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
14. How do you feel about the existing conditions for career advancement?				
Most young people face the triple pressure of age, economic conditions and family situation, and society is too rigid and harsh in its promotion requirements for young people, especially in terms of age	Hospitals are rated according to education and title, which is relatively fair	Promotion mechanism is not very good	Promotion mechanism is not very good	Here is the ability will be promoted

Respondent 6	Respondent 7	Respondent 8	Respondent 9	Respondent 10
15. How do you think about the title review of the existing introduced talents in Guangxi?				
This board is not particularly well known	According to the national standard	According to the national standard	According to the national standard	According to national standards

## Appendix B

### User Agreeableness Questionnaire

#### Question Interview

Hello!

Thank you very much for taking the time to fill out this questionnaire. This questionnaire aims to explore Guangxi's innovative talent management measures to improve talent retention. Your discreet answer is very important to me; I hope to receive your support and help. This questionnaire does not involve personal privacy. It is only used for academic research. Please read the research question and choose the best answer, thanks for your participation! Option description:

1: Strongly disagree. 2: Disagree. 3: Not necessarily. 4: Agree. 5: Strongly agree.

#### Demographic issues

1. Your gender (Multiple Choice) \*

- Male
- Women

2. Your age (Multiple Choice) \*

- Under 20 years old
- 21-25 years old
- 26-30 years old
- 31-35 years old
- 36-40 years old
- Over 41 years of age

3. Your academic qualifications (Multiple Choice) \*
- Junior College
  - Undergraduate
  - Master's degree
  - Doctor
4. How long have you been working in Guangxi? (Multiple Choice) \*
- Under 3 years
  - 3-5 years
  - 5-10 years
  - More than 10 years
5. What channels do you use to find a job? (Multiple Choice Questions) \*
- Corporate recruitment introduced
  - Government
  - Start your own business
  - Job transfers
  - The distribution of civil servants
  - College Recruitment
6. What do you think Guangxi is currently doing to attract innovative talents?  
(Multiple Choice Questions) \*
- Talent settlement policy
  - Settlement fee
  - Housing conditions
  - The education of children
  - Urban construction
  - Salary package

7. How much money do you think the company can at least give you to stay in Guangxi? (Multiple Choice) \*

- Less than 2,000 Yuan
- 2000-4000 Yuan
- 4000-6000 Yuan
- 6,000 Yuan or more

8. What are the reasons for your continued work in Guangxi? (Multiple Choice Questions)

- Wages are high
- The cost of living is low
- Welfare is good
- Working atmosphere
- Medical education is strong
- Other\*

#### Variable related problems

1: Strongly disagree. 2: Disagree. 3: Not necessarily. 4: Agree. 5: Strongly agree.

9. How do you feel about the development prospects of Guangxi's existing industries? (Multiple Choice Questions)\*

Very dissatisfied    1            2            3            4            5            Very satisfied

10. Are you satisfied with your existing career development platform? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

11. How much has the epidemic affected job search in Guangxi? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied



12. Do you think your income is directly proportional to your education and work experience? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

13. Is the government's talent subsidy on time? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

14. Is it convenient to apply for a talent apartment? (Multiple Choice Questions)\*

Very dissatisfied    1            2            3            4            5            Very satisfied

15. After you came to Guangxi, did the government provide convenient conditions for your children to attend school? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

16. Does the current outbreak of the epidemic have any preferential policies or support for your company? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

17. Are people outside the province outside Guangxi attracted by Guangxi's innovative talent policy? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

18. What do you think of the treatment of talents in Guangxi? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

19. How much has urban construction affected your job search? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

20. How effective do you think the Guangxi government is to attract innovative talent? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied

21. Are you satisfied with the implementation of the current policy of introducing talents? (Multiple Choice) \*

Very dissatisfied    1            2            3            4            5            Very satisfied



## Appendix C

### IOC Item Content Validity



### IOC Item Content Validity

**Title: Talent management for retaining innovative manager for Smart Cities : A case of Guangxi Hydropower**

**Objective:** Using the methods of qualitative analysis and quantitative analysis, we conduct exploratory analysis on the flow of talents in Guangxi and obtain the results of the evaluation of talents on territory, conditions and environmental facilities.

**Student ID:** 7640201534 **Student Name:** TANQINGXIN

Date of Collection 2th March 2022

Questions	Expert 1	Comment & Suggestion
	Lihua Su	
1. What are the most important conditions you look for when you are looking for a job?	1	
2. What do you think is the most effective recruitment channel for the government to attract innovative talents?	1	
3. Do you know the policy of introducing innovative talents in Guangxi?	1	

Questions	Expert 1	Comment & Suggestion
	Lihua Su	
4. What do you think Guangxi is lacking in attracting innovative talents at present?	1	
5. How well do you think Guangxi is doing in attracting talents if you use 5 points?	1	
6. Are you satisfied with the degree of implementation of the current policy of introducing talents?	1	
7. How much do you think the company can pay you at least to keep you in Guangxi?	1	
8. Do you think the talents from Southeast Asian countries will be happy to work in the enterprises in Guangxi?	0	
9. Which industries do you think talents from Southeast Asian countries are more likely to work in Guangxi?	1	
10. What are the reasons for you to stay and work in Guangxi?	1	
11. Are people outside of Guangxi's province attracted by Guangxi's innovative talent policy?	0	
12. Are you satisfied with the existing career development platform?	1	
13. Is your personal income in Guangxi affected by the current epidemic?	1	
14. Does the government have any policy preferences or support for your company in the current epidemic?	0	

Questions	Expert 1	Comment & Suggestion
	Lihua Su	
15. Did the government provide you with hardship allowance, talent apartment, children's schooling and other facilities after you came to Guangxi?	1	
16. Is it convenient to apply for talent allowance and talent apartment?	0	
17. Is the government's talent subsidy on time?	0	
18. Do you think your income is proportional to your education and work experience?	1	
19. Do you have confidence in the development prospect of the existing industry in Guangxi?	1	
20. Do you think the talents from Southeast Asia can integrate into the working environment of Guangxi?	1	
21. Does working online during an epidemic affect talent innovation?	1	
22. Guangxi has its own dialect; do you think it will affect you if you come to work in Guangxi?	0	
23. What do you think about the prospect of Guangxi's development?	1	
24. When you work and settle in a city in Guangxi, will you introduce your friends from other parts of China to work in Guangxi?	1	
25. What policies do you think are missing in Guangxi compared to which special economic zones?	1	

Questions	Expert 1	Comment & Suggestion
	Lihua Su	
26. What do you think is the main reason for Guangxi's brain drain?	1	

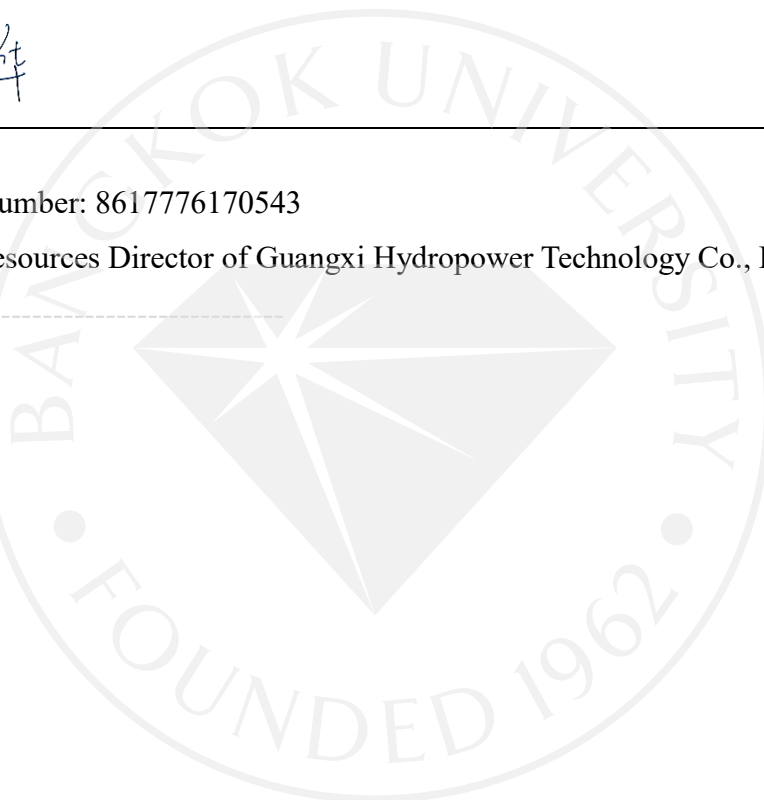
Approved and Endorsed:

苏立华

Contact Number: 8617776170543

Human Resources Director of Guangxi Hydropower Technology Co., Ltd.

Remark





### IOC Item Content Validity

**Title: Talent management for retaining innovative manager for Smart Cities: A case of Guangxi Hydropower**

**Objective:** Using the methods of qualitative analysis and quantitative analysis, we conduct exploratory analysis on the flow of talents in Guangxi and obtain the results of the evaluation of talents on territory, conditions and environmental facilities.

**Student ID:** 7640201534 **Student Name:** TANQINGXIN

Date of Collection 2th March 2022

Questions	Expert 2	Comment & Suggestion
	Luo Dr. Qinxue	
1. What are the most important conditions you for you when you are looking for a job?	1	
2. What is the most effective recruitment channel for the government to attract innovative talents?	1	
3. Do you know the policy of introducing innovative talents in Guangxi?	1	
4. What do you think Guangxi is lacking in attracting innovative talents at present?	1	

Questions	Expert 2		Comment & Suggestion
	Luo	Dr. Qinxue	
5. How well do you think Guangxi is doing in attracting talents if you use 5 points?	1		
6. Are you satisfied with the degree of implementation of the current policy of introducing talents?	1		
7. How much do you think the company can pay in order to keep you in Guangxi?	0		
8. Do you think the talents from Southeast Asian countries will be happy to work in the enterprises in Guangxi?	1		
9. Which industries do you think talents from Southeast Asian countries are more likely to work in Guangxi?	1		
10. What are the reasons for you to stay and work in Guangxi?	1		
11. Are people outside of Guangxi's province attracted by Guangxi's innovative talent policy?	1		
12. Are you satisfied with the existing career development platform?	1		
13. Is your personal income in Guangxi affected by the current epidemic?	1		
14. Does the government have any policy preferences or support for your company in the current epidemic?	1		



Questions	Expert 2		Comment & Suggestion
	Luo	Dr. Qinxue	
15. Did the government provide you with hardship allowance, talent apartment, children's schooling and other facilities after you came to Guangxi?	1		
16. Is it convenient to apply for talent allowance and talent apartment?	1		
17. Is the government's talent subsidy on time?	1		
18. Do you think your income is proportional to your education and work experience?	1		
19. Do you have confidence in the development prospect of the existing industry in Guangxi?	1		
20. Do you think the talents from Southeast Asia can integrate into the working environment of Guangxi?	1		
21. Does working online during an epidemic affect talent innovation?	1		
22. Guangxi has its own dialect, do you think it will affect you if you come to work in Guangxi?	1		
23. What do you think about the prospect of Guangxi's development?	1		
24. When you work and settle in a city in Guangxi, will you introduce your friends from other parts of China to work in Guangxi?	1		

Questions	Expert 2	Comment & Suggestion
	Luo Dr. Qinxue	
25. What policies do you think are missing in Guangxi compared to which special economic zones?	1	
26. What do you think is the main reason for Guangxi's brain drain?	1	

Approved and Endorsed:

罗欣雪

Contact

Number: 18548937515

Lecturer: Baise University

Remark :



### IOC Item Content Validity

**Title: Talent management for retaining innovative manager for Smart Cities : A case of Guangxi Hydropower**

**Objective:** Using the methods of qualitative analysis and quantitative analysis, we conduct exploratory analysis on the flow of talents in Guangxi and obtain the results of the evaluation of talents on territory, conditions and environmental facilities.

**Student ID:** 7640201534 **Student Name:** Tan Qingxin

Date of Collection 2th March 2022

Questions	Expert 3	Comment & Suggestion
	Xiong Nong	
1. What are the most important conditions you for you when you are looking for a job?	1	
2. What is the most effective recruitment channel for the government to attract innovative talents?	1	
3. Do you know the policy of introducing innovative talents in Guangxi?	1	
4. What do you think Guangxi is lacking in attracting innovative talents at present?	1	
5. How well do you think Guangxi is doing in attracting talents if you use 5 points?	1	

Questions	Expert 3		Comment & Suggestion
	Xiong	Nong	
6. Are you satisfied with the degree of implementation of the current policy of introducing talents?	1		
7. How much do you think the company can pay in order to keep you in Guangxi?	0		
8. Do you think the talents from Southeast Asian countries will be happy to work in the enterprises in Guangxi?	1		
9. Which industries do you think talents from Southeast Asian countries are more likely to work in Guangxi?	1		
10. What are the reasons for you to stay and work in Guangxi?	1		
11. Are people outside of Guangxi's province attracted by Guangxi's innovative talent policy?	1		
12. Are you satisfied with the existing career development platform?	1		
13. Is your personal income in Guangxi affected by the current epidemic?	1		
14. Does the government have any policy preferences or support for your company in the current epidemic?	1		
15. Did the government provide you with hardship allowance, talent apartment, children's schooling and other facilities after you came to Guangxi?	1		
16. Is it convenient to apply for talent allowance and talent apartment?	1		

Questions	Expert 3		Comment & Suggestion
	Xiong	Nong	
17. Is the government's talent subsidy on time?	1		
18. Do you think your income is proportional to your education and work experience?	1		
19. Do you have confidence in the development prospect of the existing industry in Guangxi?	1		
20. Do you think the talents from Southeast Asia can integrate into the working environment of Guangxi?	1		
21. Does working online during an epidemic affect talent innovation?	1		
22. Guangxi has its own dialect; do you think it will affect you if you come to work in Guangxi?	1		
23. What do you think about the prospect of Guangxi's development?	1		
24. When you work and settle in a city in Guangxi, will you introduce your friends from other parts of China to work in Guangxi?	1		
25. What policies do you think are missing in Guangxi compared to which special economic zones?	1		
26. What do you think is the main reason for Guangxi's brain drain?	1		

Approved and Endorsed:



-----  
Contact Number:8613507769686

Director of Equipment Division of Guangxi Guineng Engineering Consulting Group Co., Ltd.-----

Remark :



### IOC Item Content Validity

**Title: Talent management for retaining innovative manager for Smart Cities: A case of Guangxi Hydropower**

**Objective:** Using the methods of qualitative analysis and quantitative analysis, we conduct exploratory analysis on the flow of talents in Guangxi and obtain the results of the evaluation of talents on territory, conditions and environmental facilities.

**Student Id:** 7640201534 **Student Name:** Tan Qingxin

Date of Collection 2th March 2022

Questions	Expert 4	Comment & Suggestion
	Su Chen	
1. What are the most important conditions you for you when you are looking for a job??	1	
2. What is the most effective recruitment channel for the government to attract innovative talents?	1	
3. Do you know the policy of introducing innovative talents in Guangxi?	1	
4. What do you think Guangxi is lacking in attracting innovative talents at present?	1	

Questions	Expert 4	Comment & Suggestion
	Su Chen	
5. How well do you think Guangxi is doing in attracting talents if you use 5 points?	0	
6. Are you satisfied with the degree of implementation of the current policy of introducing talents?	1	
7. How much do you think the company can pay in order to keep you in Guangxi?	0	
8. Do you think the talents from Southeast Asian countries will be happy to work in the enterprises in Guangxi?	1	
9. Which industries do you think talents from Southeast Asian countries are more likely to work in Guangxi?	1	
10. What are the reasons for you to stay and work in Guangxi?	1	
11. Are people outside of Guangxi's province attracted by Guangxi's innovative talent policy?	1	
12. Are you satisfied with the existing career development platform?	1	
13. Is your personal income in Guangxi affected by the current epidemic?	1	
14. Does the government have any policy preferences or support for your company in the current epidemic?	1	

Questions	Expert 4	Comment & Suggestion
	Su Chen	
15. Did the government provide you with hardship allowance, talent apartment, children's schooling and other facilities after you came to Guangxi?	1	
16. Is it convenient to apply for talent allowance and talent apartment?	1	
17. Is the government's talent subsidy on time?	1	
18. Do you think your income is proportional to your education and work experience?	1	
19. Do you have confidence in the development prospect of the existing industry in Guangxi?	1	
20. Do you think the talents from Southeast Asia can integrate into the working environment of Guangxi?	1	
21. Does working online during an epidemic affect talent innovation?	1	
22. Guangxi has its own dialect; do you think it will affect you if you come to work in	1	
23. What do you think about the prospect of Guangxi's development?	1	
24. When you work and settle in a city in Guangxi, will you introduce your friends from other parts of China to work in Guangxi?	1	



Questions	Expert 4	Comment & Suggestion
	Su Chen	
25. What policies do you think are missing in Guangxi compared to which special economic zones?	1	
26. What do you think is the main reason for Guangxi's brain drain?	1	

Approved and Endorsed:

苏程

Contact Number:

8619977600309

Vice President of Guangxi Jimei Accounting Co., Ltd.

Remark :

IOC score table

Questions	Expert 1	Expert 2	Expert 3	Expert 4	Comment & Suggestion
	Su Lihua	Xue Luo Dr. Qiu	Xiong Nong	Su Chen	
1. What are the most important conditions you for you when you are looking for a job?	1	1	1	1	
2. What is the most effective recruitment channel for the government to attract innovative talents?	1	1	1	1	
3. Do you know the policy of introducing innovative talents in Guangxi?	1	1	1	1	
4. What do you think Guangxi is lacking in attracting innovative talents at present?	1	1	1	1	
5. How well do you think Guangxi is doing in attracting talents if you use 5 points?	1	1	1	0	
6. Are you satisfied with the degree of implementation of the current policy of introducing talents?	1	1	1	1	

Questions	Expert 1	Expert 2	Expert 3	Expert 4	Comment & Suggestion
	Su Lihua	Xue Luo Dr. Qiu	Xiong Nong	Su Chen	
7. How much do you think the company can pay in order to keep you in Guangxi?	1	0	0	0	
8. Do you think the talents from Southeast Asian countries will be happy to work in the enterprises in Guangxi?	0	1	1	1	
9. Which industries do you think talents from Southeast Asian countries are more likely to work in Guangxi?	1	1	1	1	
10. What are the reasons for you to stay and work in Guangxi?	1	1	1	1	
11. Are people outside of Guangxi's province attracted by Guangxi's innovative talent policy?	0	1	1	1	
12. Are you satisfied with the existing career development platform?	1	1	1	1	
13. Is your personal income in Guangxi affected by the current epidemic?	1	1	1	1	

Questions	Expert 1	Expert 2	Expert 3	Expert 4	Comment & Suggestion
	Su Lihua	Xue Luo Dr. Qiu	Xiong Nong	Su Chen	
14. Does the government have any policy preferences or support for your company in the current epidemic?	0	1	1	1	
15. Did the government provide you with hardship allowance, talent apartment, children's schooling and other facilities after you came to Guangxi?	1	1	1	1	
16. Is it convenient to apply for talent allowance and talent apartment?	0	1	1	1	
17. Is the government's talent subsidy on time?	0	1	1	1	
18. Do you think your income is proportional to your education and work experience?	1	1	1	1	
19. Do you have confidence in the development prospect of the existing industry in Guangxi?	1	1	1	1	
20. Do you think the talents from Southeast Asia can integrate into the working environment of Guangxi?	1	1	1	1	

Questions	Expert 1	Expert 2	Expert 3	Expert 4	Comment & Suggestion
	Su Lihua	Xue Luo Dr. Qiu	Xiong Nong	Su Chen	
21. Does working online during an epidemic affect talent innovation?	1	1	1	1	
22. Guangxi has its own dialect; do you think it will affect you if you come to work in Guangxi?	0	1	1	1	
23. What do you think about the prospect of Guangxi's development?	1	1	1	1	
24. When you work and settle in a city in Guangxi, will you introduce your friends from other parts of China to work in	1	1	1	1	
25. What policies do you think are missing in Guangxi compared to which special economic zones?	1	1	1	1	
26. What do you think is the main reason for Guangxi's brain drain?	1	1	1	1	

**BIODATA**

**Name** Tan Qingxin

**Email** tan.qing@bumail.net

**Educational Background** College Bachelor Sichuan University

**Work Experience** Specialist: Guangxi Water Conservancy  
and Electric Power Vocational and

