AN EXPLORATORY STUDY ON THE IMPACT OF SENIOR MANAGEMENT AT

CHINESE COMPANIES AFTER PANDEMIC IN HONG KONG, CHINA

by

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DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

2023

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The definition of impact of the pandemic in this research is mainly categorized in a few focused areas: 1) Purchasing behavior, 2) mindset change, 3) Attitude or perspectives on the future in Hong Kong 4) workstyle or mode of work. The purpose of the research is to understand or to clarify how the pandemic has changed the way people lead their workstyle and living style as well as mindset. Through this research study, I obtained a verification among the senior management or higher-ranking employees on how they perceive the future of the economy, purchasing behavior, lifestyle and workstyle through in-depth interviews and survey questionnaires, which the findings is well illustrated in the Result section. The scope of the participants varies across a wide

spectrum of industries at senior management levels, specifying the generation they are under as well as their job industry. The results provide quite a significant representation and overview picture on the mentality on how the pandemic affected their attitude towards living and the world perspectives. The Pandemic has placed a significant lifestyle and attitude change on people's lives but at the same time it also brings possibilities and new directions business opportunities as well. Pandemic somewhat reshaped Hong Kong people perceive what is truly important in our heart, throughout these three significant years, fighting together as a community and team. A period of time of forced self-reflection and a redefinition of how to lead life and live life, and how business and management should operate to optimize both results and efficiency. The pandemic, retrospectively speaking, was a moment of stillness where true learning takes place and to redefine the meaning of life and purposes.

TABLE OF CONTENTS

LIST OF TABLE AND FIGURES: **PAGE**

CHAPTER I:
INTRODUCTION

1.1 Introduction

The onset of the pandemic since 2019 reshaped how people perceive work and how businesses operated. Working professionals began to transit to work from home instead of working at office due to social distancing regulations enacted from the government (Wut, et al 2022). The change comes involuntarily and the adaptation comes unprepared for most working professionals mentally, physically and technologically and more. Emotionally and mentally, while fighting against the stress in fear of contracting the virus, individuals also have to worry about the chance of potentially losing their jobs due to the economy at the same time entering a crisis as well (Lam and Wong 2020). Transitioning from Office environment to a home office environment does not come easy as well. Some industries such as healthcare and restaurants operators, and less technological savvy countries might not have the luxury to operate in such a remote way, facing different challenges as compared to Computing-Facing Workers. (Zhu. S. 2022). These working individuals were not prepared to face this change at home equipment wise. Some employees did not have the proper equipment such as computers, software, mouse, keyboard, printer, monitors, office chairs and desk at home to execute their tasks properly and comfortably which resulted in lower productivity and stress level. How will the communications work out especially under the governance Chinese management style which face-to-face or Guanxi is key in building strong and successful relationships. (Zhu.

2022). Some research questions I would like to explore: What is the perception of Chinese companies in the eyes of Hong Kong people, flexible or micromanagement focused? Did technological tools replace/ supplement face-to-face meetings? What is the general preference on working mode whether it is work from home, hybrid or office context? How do Hong Kong people see the use of meeting tools and whether zoom can be replaced?

1.2 Research Problem

The motivation of the research is to understand and explore how life has been challenged in terms of mindset, lifestyle, workstyle and overall perspectives. As the Pandemic was an unknown factor that suddenly interrupted our planning and work, I would like to explore and understand how this pandemic has driven changes in people's life in Hong Kong workwise and lifestyle-wise and mindset-wise. Work-wise, the fact that face to face connections and face to face communications through work has reduced dramatically throughout these few years during the pandemic and such change has probably altered how business owners run their business models and employee recruitment, which the purpose of this research is to find out such changes and allow senior management under Chinese companies to understand more the macro phenomenon that is happening for future business decision making purpose. And also would like to understand the effectiveness of meeting and connecting through technology software versus face-to-face. Will the format affect productivity and operational efficiency or not? Lifestyle-wise, have people made differences in their habits for example, exercising,

eating out or home, schooling activities for children, in-home self-protection protocols, deciding where to buy necessities and how? While mind-set wise, did the pandemic create more calmness and reflections on meaning of life or basically the pandemic place no differences in one's heart and mind, will you want to continue living in a place like Hong Kong, do you enjoy Hong Kong, have you become more distant from your friends and family because of this pandemic, how did all these affect your perceptions about the future?

1.3 Purpose of Research and Significance

The impact of the pandemic, mindset, lifestyle and workstyle are mainly further defined in a few focused areas: 1) Purchasing behavior, 2) mindset change, 3) Attitude or perspectives on the future in Hong Kong 4) Workstyle or mode of work. The purpose of the research is to understand or to clarify how the pandemic has changed the way people lead their workstyle and living style as well as mindset. Through this research study, I hope to obtain a verification among the senior management or higher ranking employees on how they perceive all these factors stated above. The scope of the participants vary across a wide spectrum of industries and this will provide quite a thorough picture on the mentality on how the pandemic affected their attitude towards living and the world perspectives and hopefully through these insights will allow readers to have an understanding on these perspectives, where no prior studies have done so. On the other hand, the significance of the study is also to provide a clearer picture to the audience who

are reading their report to have a feeling or understanding how they should perform

hiring, recruitment or even their management styles; to inspire thoughts around whether

change or modifications are required in their daily management strategy implementations

for example, what kind of benefits there are in general for the employee in order to win

talent retention, how to structure an optimized salary package that that both optimize the

company's profit and loss system while able to maintain high talent cores within the

company.

1.4 Research Purpose and Questions

Workwise, the pandemic has changed how people work and at the same time it

also changed how employees choose their employers. Since my target audience are all

professionals, the main goal of this research is to understand the dominant norm and

perspectives on both mentality and psychology of the senior management under Chinese

Companies, the discrepancies and how companies should restructure or reformulate their

recruitment requirements and benefits offering to attract and retain talents. The dominant

norm that will be shown on the research questions is a point of. The pandemic permits

work from home and this validation is yet to be verified through the upcoming research;

and secondly, if this is valid and affirmative, will this affect how employees choose their

employers in terms of work from home benefit as a consideration in choosing jobs?

Some Research questions would want to address through the research:

Research Topic: Perceived productivity working from home versus Office:

1. Perception on a full-time job at office versus flexible hours among senior management under Chinese Companies(e.g 9-6pm business hours 6 days per week).

2. What is the rate of perceived productivity among senior management under Chinese Companies in Hong Kong? Is perceived productivity increased working from home or office?

3. Do senior management under Chinese companies find Zoom useful or they prefer face-to-face meetings instead, why and why not?

Research Topic 2: Purchasing behavior: online or offline preference

1. For shopping and purchasing behavior, will consumers in Hong Kong prefer buying online or offline and their rationale behind this decision? And what products they will buy online and offline.

2. Do customers prefer shopping online in Hong Kong and what is the factor behind?

These questions are some research questions that will be covered in the thesis as the feedback and the answers will help to reflect the value systems and attitude towards the society of different age groups of senior management under Chinese companies in Hong Kong since the onset of pandemic till now. And these insights will also help

readers and business management to understand how they can strategize their recruitment

and benefits offering, helping them to gain more perspectives on what the younger

generations value so that employers can engage them better for the company's overall

operational efficiency and talent maintenance.

2.1 Work from Home merits and disadvantages

Working from home has its merits and disadvantages when it comes to flexibility in working hours and locations, and potentially with more family bonding at home, usual commuting time was replaced by additional working hours or could be moments of more self-reflection and physical fitness activities. (Ren, 2022). Literature suggested that Americans saved approximately 60 million hours of their time and refocused on their well-being instead of spending on commuting and even the pandemic has eased, over 30% are still under a hybrid working schedule and 15% are on full time on site.(Onque 2022) Those saved commuting hours have been allocated to activities that are mainly spent on sleeping or leisure activities, which rose by approximately 2.3 hours on average (Onque 2022). Individuals who spend on leisure activities such as eating in a restaurant or exercising in a gym are mainly the younger Americans crowd, age wise it has not been reported in literature. In general, individuals have higher preference towards working from home or a hybrid schedule as the arrangement allowed them to focus more on well-being and such flexibility reduced the stress level towards getting early and rushing to work. Employees enjoy more flexible working hours though research reports employees work much longer than in office context. (Rohilla, Poorva. *et al*. 2021). Dress code working from home is also an interesting psychological influence on employee's productivity. Research has been conducted on home attire and how dressing in different outfits could have impacts on feelings of power, authenticity, and engagement. The

15

literature suggested that comfortable attire helped improve authenticity and authenticity leads to better engagement in their work, while previous studies suggest professional attire enhances the sense of power and feeling in control. (Erica R. Bailey, C. Blaine Horton and Adam D. Galinsky 2022). The psychology behind this research is that when workers can feel more themselves in their working context, they are more likely to perform better and be more productive. Employees do not have to focus so much on image and appearance at home working environment (Brooks 2020), thus implicitly employees are more in a relaxed state of mind, instead of having to create or maintain an image among other colleagues. However, the research mentioned that environmental context set up is also a key factor that comes along with comfortable attire. As the pandemic has eased, it has also been observed working attires have naturally got more relaxed and professional clothing is saved for special events and important meetings. In retrospect, employees are enjoying more flexibility and autonomy but focusing on work without any distractions during a work from home environment is definitely a question that under business owner and senior management perspectives, there is still uncertainty as to how effective working from home is to the overall business growth of a company.

2.2 Cloud based meeting Channels and Effectiveness

Lack of face-to-face communications also has shown to affect creativity, innovations, networking and precisely relationship building, which is actually a key

determinant and practice in successful Chinese business relationships. (Ren, 2022)

Company culture as well as the management style, technology support, location availability and context, are the key factors in the actual practice of Work from Home which appears to be a determining factor to the future of work. (Mustajab *et al.*, 2020) Would people choose to use these technology tools over traveling for a face-to-face meeting? Self-Motivation wise, is it the lack of willingness to travel or perhaps, have people decided to take an easier way out just to make an excuse to make these cloud meetings work better but in retrospect, the end results of a meeting will still be better done face to face? The mindset and motivation behind will be interesting to explore further in the later stage of the upcoming thesis or proposal stage. From the research being covered I can come up with an observation that the majority of the literature covered focus on employee's perspective on areas such as job's satisfaction, work productivity, flexibility and autonomy but not so much on Business Owner's or management's perspectives on how Work from Home has impacted business' potentials and potential foregone business opportunities are difficult to measure as well (Gratton, L. 2022). For example, perception on the effectiveness of cloud-based meeting tools such as Zoom, Google meet or Teams varies across industries. (Suardi M 2020). For example, within the education field, research has suggested that ZOOM Cloud meetings applications were effective in terms of learning outcomes, transfer of knowledge maintained and remain usual and more research has also revealed that e-learning is considered a new phenomenon in the world of educations and that also driven more ed-tech companies in the market. (Suardi M 2020). However, learning through ZOOM

applications might not be as effective as suggested by the literature. Teachers may not know the student is attending the class. The student can be online but not showing a camera thus you might not if she or he is here and the effectiveness will very much rely on the online classroom guidelines and rules. While learning through cloud-based applications have proven effective across numerous research studies, such tools as opposed to in-person meetings reduce creative collaborations and generating new novel ideas, it has also been suggested that group innovations are hindered. (Stetka 2022). Research published by *Nature* indicated that "mental cogs run smoothly when working remotely, and group innovation might be hindered. And these findings stiffened business owners and employers' urge and to require employees trek back to office as soon as the social distancing regulations relaxed. (Stetka 2022). According to the research, the theory behind these results is that when participants are all gathered in one room, the concentration where everyone is eyeing on the same equal length with random objects around the context helps with cognitive focus and this is associated with increased idea generation. Idea generations and problem solving all require the creative aspects of the employee where the employee would need to go internally and collaboratively, whereas virtually the participants spent more time looking directly at each other and that inhibits the thoughts processing and becomes disrupted. Such disruption interrupts ideas generation and brainstorming. If the research as suggested is the case, it will be less beneficial and discouraging for employers to instruct work from home policy as a long term working model regardless if it is Chinese management style or western style. Employers and business owners value most is the employee's creativity and problem-

solving skills, especially coming from senior managers who have more experiences, which these two elements are the key in driving a business' prosperity.

2.2.1 Chinese Management Style :   Chinese Management Style during the 80s and 90s

Chinese management style is categorized with its Paternalistic leadership, which is a combination of three deep cultural root elements: strong discipline, benevolence and moral integrity. (Cheng Bor-Shiuan and Farh Jiing-Lih, 2000). Chinese management leaders with traditional Chinese cultural leadership styles are chosen as a context frame as trust is an important element among Chinese culture and is usually reflected from strong interpersonal relationships. Working from Home is challenging for Chinese culture-based management style as showing up at the office early, leaving late, overtime and working long hours are actually a sign of dedication and loyalty in management's perception. Working over-time used to be an indication where the employee is more well-received by the senior management. Thus, would be interesting to understand how trust is established between managers and employees when performing tasks at home under traditional Chinese management style during the pandemic times, which "996," meaning 9am to 9pm culture of working over 12 hours a day, six days a week that has been dominating in Chinese working lifestyle (Shine. 2022) versus the Western style of management where overtime is not an enforcement or an action driven by pressure from senior management. The 996 culture was introduced by Alibaba Jack Ma through financial incentives such as the more orders you conclude the

more money you will receive, and through this employment scheme to motivate them to work longer hours for more financial gain. (Wang, S and Shane, D 2019). Jack Ma's concept of work very much reflects the Chinese culture's way of doing business which is "no pain no gain." He also made clear that it is not a policy enforcement but a valid statement that to achieve success you have to pay extra effort and time and this is his guideline to success. Moreover, the definition of success in Chinese culture also differs compared to Western society. In Chinese society, money is a symbol of power and fame, though with family bonding and harmony a core centered value in Chinese families, more wealth indicates better living standards for the family; thus parents are proud of their children for having stronger earning powers. (Hwang 1987). Good fortune also symbolizes higher status ranking and more respect earned among peers.

Though trust and interpersonal relationships are highly valued in Chinese culture. A breaking point would be those individuals who went through Cultural Revolutions in the 1970s, the political situation during the Cultural revolutions was a severe socio political upheaval in China. (WU) Incentives were given to snitch on others and a signal of loyalty to the Party, even betraying family members and friends became a norm during this period that has broken relationships and trusts. The impact was severe and corruption and bribery since then also bloomed due to this historical incident. (Marquis, 2022)

2.2.2 Hierarchy in Chinese management style

Traditionally, Chinese management has a rather rigid hierarchy within the family and is also reflected within the workplace. (Hrone 2020) Barely will employees question bosses' guidelines or instructions as this will be an act and sign of disrespect unless the employee has been with the owner for a period of time that has obtained trust from the manager. Experienced workers are expected to share opinions while new-entry comers generally will be less out-spoken. (Hrone 2020)   Working overtime is also a natural act out of duty under traditional Chinese management style, but at the same time a research also suggested that "long work hours for professionals and managers may also be a response to the competitive pressures of globalization."(Wharton, A, and Blair-Loy M. 2000). Regardless, working hard is a symbolism of loyalty and working overtime is a sign of running extra miles for the company's prosperity within Chinese's cultural mindset, while under Western culture, working overtime happens only when it is a necessity.

Business name cards under Chinese culture implies credibility. (New York Times, 2011). It is a symbol of identity and a validation and proof of the employee's background which can be implicitly generalized about the person's overall background through a name card. (New York Times, 2011).   The next minute how the other reacts to you can be seen immediately after exchanging name cards under Chinese culture, either you receive a warmer welcome or a cold shoulder. This behavior implies Chinese people are more inclined to foster a relationship with those who can provide more values and benefits. Employees also focus very much on job titles as it is a sign of recognition and

21

identity while in the western world culturally when a group of people gather together the title matters less as comparison. (Wong 2001). The emphasis on titles also symbolizes how employers value senior employee's input and visions.

2.2.3 Business in Hong Kong during the pandemic

Based on the literature review, SME is defined as "Manufacturing enterprises which employ fewer than 100 persons and non-manufacturing enterprises which employ fewer than 50 persons are regarded as SMEs in Hong Kong." (TID. 2022). As of March in 2021, there are more than 340,000 SMEs in Hong Kong which account for more than 98% of enterprises, providing job opportunities to more than 1 million persons in Hong Kong. (TID 2022). With this proportion of employment rates being defined as SME companies, it will be interesting to dig deeper how respective industries perform during this pandemic and how they manage to thrive and survive in the competition.

Work From Home policy never happens before the pandemic in Hong Kong since it is such a small place. According to a literature released on NIH regarding the introduction of Work From Home practice in Hong Kong, Work engagement was impaired. Affective social presence may not be so easily established through virtual ways. (Wut, Lee & Xu, 2022). Not many people in Hong Kong are technology savvy, which presents a lot of mental and physical challenges to those who cannot adapt easily to a new working style. Moreover, some industries are not able to conduct work from

home practice, especially service providers such as healthcare, hotels, and the Food and Beverage industry.

According to a study, Hong Kong has one of the highest density of restaurants in Hong Kong with more than 15000 licensed restaurants in the city in 2017. (Lai, 2017). Such high density implies that many citizens in Hong Kong rely on the income from running these restaurants for a living and a significant part will be driven from tourism as well. (Lai, S. 2017). Even though the focus of this paper is not to explore how the economy in Hong Kong is affected by the pandemic, literature has suggested that approximately 2500 out of 17000 in the year 2022 were forced to close down. (Yau, 2022). The rate is high especially given that Hong Kong's economy relies so heavily on tourists' consumption which is a face to face business. Purchasing behavior has been drastically and negatively impacted as restaurants were regulated to be closed after 6pm dining in, which was usually the prime time for generating revenues for restaurants. Consumers also enjoyed dining out, a characteristic of Hong Kong culture for building relationships and also a moment of relaxation after work. (Yau, 2022). Without the usual dining out activities, during this period, consumers channeled their purchasing and consumption activities to online platforms. Not only consumers adopt a new consumption and purchasing behavior which is through e-commerce and online applications platforms while business operators caught up with the flow in providing their products through digital platforms. Since Hong Kong has its reputation as a "Shopping haven" and its delicacy, food delivery applications such as Deliveroo and Foodpanda also boomed in

sales during this period of time as eaters ordered eat out instead of the usual dining in. (Chan, 2020). Deliveroo, a prestige food ordering application platform, "conducted a survey of its 6,500 restaurant partners and found that sales generated from online channels have increased dramatically, rising from 15-25% pre-crisis to 50% or more." (Chan, 2020). The agility and ability of business owners in riding on this wave is really key in the continuation of future revenue generations post-the pandemic, those who started first will have the First mover advantage within the competition.

2.2.4 Management Style: Collectivism versus Western Style Individualism

The concept of collectivism and Guanxi is highly valued among Chinese organizational culture (Chi and Seock-Jin 2017) when doing business; apart from focusing on KPI and deliverables, employee presence at the office are often perceived as more loyal and more potential in promoting to higher rankings than others. (Hruby, 2018). Chinese culture sees harmony and hardworking as important virtues and is culturally understood as collective values, these representative elements of the Confucious code of conduct that the Chinese management business owners value much (Mehta, 2018). Besides maintaining harmony and working hard, "Guanxi," "RenQing," and "Mianzi" are the core components that represent Chinese key characteristics of running business in China. While in the western society, emphasizing on the "self" is a representation of Individualism. The difference between the two core values reflects the mindset of the individual and behavioral differences in the processes of driving a business transaction. For example, in Chinese culture, "Renqing" is about human

sentiment meaning if you receive favor from the other person it is a hidden protocol you need to return some favor to him; otherwise you are not showing respect (Yeong, 2012). "Mianzi" is the most significant part under Chinese management style and even within parental relationships under Chinese culture, giving "face" to your parents and business partners is actually the key attitude required to maintain "Guanxi."(Chi, Z and Seock-Jin, Hong 2017). Business transactions among Chinese leaders come from strong interpersonal relationships. For example, Chinese sees organizing dinner gatherings to build bondings, drinking is part of the culture in showing sincerity and respect for the other, saying no to such invitation is a sign of not giving "mianzi" (face), and not giving "face" means disrespect and a sign of rejection to the other's person eagerness to build bonding with you. Moreover, a strong wife, husband and children relationship is a core proof in showing that the Businessman is credible and he is trustworthy to be doing business together with. (Mehta, 2018). Westerners see business and personal relationships separate and more emphasize on the idea "what's in for me if I do this?" They focus much more on the short term profit potential value over the effort in maintaining a long term relationship for possible future collaboration, while Chinese see building strong personal relationships as a determining factor leading to a successful business relationship, for example once the Chinese people are able to establish a strong relationship with supplier, they would not easily change to a new one even the others might be profit wise allow the businessman to have some more potential gain. They would see breaking the relationship as a potential loss and ruin of reputations, also an element of "mianzi". (French 2022).

2.2.5 Business Cooperation through middleman

In China, businesses are often run under a "dealers" or "middlemen" business model where a layer of commission fee is given to the person who creates the match-making between a buyer and the seller. (Steven Elsinga and Qian Zhou 2015) The reason why middlemen are often in the equation is because finding the right contact with a significant amount of trust is actually a challenge running businesses with Chinese men. Smaller and medium sized companies usually rely on distributors and agents in China, as setting up a legal entity and operations in China requires lengthy procedures and networking within layers of government hierarchies and bureaucrats. (Steven Elsinga and Qian Zhou 2015). Difference between an agent is that, an agent usually helps to find a buyer while he earns a commission through the sales transaction while a distributor purchases goods directly from the supplier and sub-distribute to other smaller outlets. Setting up a subsidiary will have advantages to a foreign business but the process is time consuming and often has to apply for various licenses and before you start selling, perhaps another company has already developed a new technology.

2.2.6 Starting digital based business

China has been focusing highly on technological development research and development over the past decade. (Daitian Li, Tony W. Tong, and Yangao Xiao 2021).

Chinese researchers are now publishing more papers on AI and securing more patents than U.S. researchers do. Artificial intelligence built-in products are booming in China at a rapid speed. "China's global share of research papers in the field of AI has vaulted from 4.26% (1,086) in 1997 to 27.68% in 2017 (37,343) surpassing any other country in the world, including the U.S," according to Stanford University's AI Index, which assesses AI advancements worldwide across different metrics in development, research, and economy, China ranks top three for its recognition of global AI vibrancy. Based on research, for example, in 2021, China produced about one-third of both AI journal papers and AI citations worldwide. In economic investment, China accounted for approximately one-fifth of global private investment funding in 2021, attracting $17 billion for Artificial Intelligent start-ups. The literature by Mckinsey also suggested that, "around 64 percent—of the $600 billion opportunity; manufacturing, which will drive another 19 percent; enterprise software, contributing 13 percent; and healthcare and life sciences, at 4 percent of the opportunity." (Kai Shen, Xiaoxiao Tong, Ting Wu, and Fangning Zhang 2022). With this pace of expansion, it can be understood how Chinese companies are generating incremental revenue and are aggressively capturing the ride of technology development, setting their goal to monetize their investment as fast as possible. From the literature it can be generalized that with rapid development in consumer-tech based platforms such as Alibaba and Taobao, T-mall and related applications have allowed millions of Chinese people to become business owners and generate fortunes for improvement of living standard and lifestyles.

Emerging a new consumer trend post the pandemic world is expected. People

have altered their way in selecting items due to government regulations (Mckinsey,

2023). According to a report written by Mckinsesy, "Consumer behavior underwent

dramatic and lasting changes during the pandemic," leaders have to make changes swiftly

in order to sustain the business operations, while consumers and business owners are

forced to equip technical savvy knowledge and to adopt new digital methodologies. The

marketplace became digital-first, those who managed to pivot quickly managed to obtain

an advantage in their industry and most importantly, companies had to act quickly to find

ways to continue connecting with their existing customers before other competitors win

over.

2.2.7 Human Social behavior and mindset

Depression and Anxiety rate has gone up by 25 percent during the pandemic age

(WHO 2022). Psychological mindset and social distancing regulations prevented

consumers visiting shops, online shops emerged providing buyers and sellers

opportunities to develop their O2O business models, online to offline or vice versa. Fear

of contacting the virus drove buyers to purchase online instead of visiting stores

physically. The pandemic has also aroused immense awareness towards purchasing and

stocking hygiene and health products. (Rogers & Cosgrove, 2020). Stocking up is social

behavior driven by anxiety and peer pressure. Fear of running out of stocks due to the

disruption with the supply chain and lack of raw materials in producing necessities such

as medical face masks enhanced the impulsive buying behavior (Xiao, Zhang and Zhang

2022). However, as the pandemic has eased out, there is a recent observation that the use of sanitizer and face mask has become a new habit post-the pandemic. Hong Kong has lifted up its enforcement on wearing face mask on March 1st 2023 (Zhang 2023); however, it can be observed that majority of Hong Kong citizens are still wearing their masks going out (Jennifer Jett, Kamakshi Gupta and Stanley Le 2023), while westerners are mostly without mask, this phenomenon in change/ non-change in behavior implicitly suggests the difference in mindset between Chinese culture and western culture. Chinese culture perhaps is naturally more cautious and conservative when making drastic changes. As mentioned earlier, Chinese tend to think in a collective perspective (Eg. not wearing a mask might have the chance of spreading to others or self-contacting the virus), while Westerners might focus more on the "self." (Finally mask free as it bothers him/her). Will there be any changes in mindset and behavior from different generations? How about those who are born in the 2017-2019 are now at the age around 3-6 years old regardless of their nationalities and cultural background? At such a young age they have started wearing masks, how is it going to be like for them in perception of hygiene and health as they grow up and such perception in the choice of lifestyle.

2.2.8 Digital communicating applications

Younger generations especially the millennials these days do not perceive face to face meetings as effective or even speaking through the phone is a significant form of relationship building process because communications can be replaced by Whatsapp or virtual communication texting tools. Digital accessibility becomes much easier than long

ago when the internet was not even yet popular. Millennials would try to avoid picking calls as much as possible. (Wiest, 2019). Phone calls are perceived as invasive or intruding on personal space and boundaries as it demands an instant response, while messaging and texting the receiver has the time and room to think before responding. While the older generations perceive that face to face is still the most effective and quicker way in driving relationships a step forward.

2.2.9 Post-pandemic revenge spending

Mckinsey report shows that about 51% of Americans (Mickinsey & Company, 2021) are eager to spend and experiencing a post-pandemic revenge spending but in Hong Kong, seems not the case. (SCMP, 2021). In Hong Kong, reports show that Hong Kong people have cut their spending during the pandemic by 13% in 2020 versus 2019, this shows that Hong Kongers were not very optimistic with the economy that triggers the communities to tighten up their pocket towards saving. According to a survey performed by Citibank Hong Kong, approximately over 70% of the respondents suggested that will take a rather "pragmatic" approach towards consumptions in the post-pandemic world, "No overseas travel and work-from-home restrictions lowered almost half of Hong Kong residents' expenses by 13 per cent last year to HK$10,700 a month, the survey of over 1,202 Hong Kong residents aged 21 to 60 who earned over HK$12,000 per month showed." (SCMP 2021)

2.3 post-pandemic retail recovery

Hong Kong transit operator and developer has just recently launched an opening

of a new shopping mall plaza in a location called Tai Wai and have received very positive

responses on capturing visitors. The opening timing fits the operator's vision that they are

aiming towards tapping into retail recovery. (SCMP, 2023) According to the report, about

97 percent of the floor space in The Wai has already been leased out while the remaining

3% will be held until later this year. Retail sales rose 21 per cent in the first five months

of the year from the same period a year ago signifying the consumer's spending power

has started to rise as consumers return to restaurants and shops after these 3 years of

pandemic. JLL also suggests that the leasing momentum is picking up quickly (JLL,

2023) and is continuing to be dominated by mid-to-mass-end segments instead of luxury

goods brands; most demands are from restaurants, foods, mass consumer fashion and

lifestyle businesses in the near term. (SMCP, 2023)

2.4 Summary

Disruptions equals opportunities. The pandemic has indeed sparked a lot of digital

and online business opportunities such as telemedicine, virtual e-learning modules and

platforms, food delivery applications, even ergonomic office furniture as the majority of

people work from home and are in need of comfortable and suitable equipment to

maintain health status quo. (Richmond 2021). Through the literature review we can

conclude that the pandemic has indeed influenced people's mindset and consumption

behavior towards health and hygienic products regardless of cultural background and

management style, which has driven new business opportunities in health and medical related industries as well as virtual e-learning classes. Forms of networking have also transformed from physical to cloud based with the effectiveness still in question and to be explored further in the upcoming write up. As governmental regulations and cross country boundaries are being lifted up, the traveling routine that business professionals used to adopt are resuming to normal, but how often are still being under studied and researched on and whether some meetings that were usually done face to face by traveling might now be replaced by cloud based meeting due to new practice since the pandemic-19. Reason being said, emotional touch and exchange and being in the same environmental context are also key in creating a sense of togetherness and bonding. Could strong bonding that can potentially lead to solid relationships in the future through technology tools compared to face to face achieve virtually, especially for the younger generations who are grown up in the digital age? Will the younger generations prefer to take up full time jobs or part time jobs instead and what's their mentality behind since communication can be done through different chat mediums such as WhatsApp, Zoom and similar technologies and how will this affect the recruitment rate?

I would be eager to study the initial feeling, impression, and perception of finally meeting their overseas counterparts: their first initial response reporting meeting their overseas colleagues as compared to the long term zoom meetings and their perception of effectiveness in comparing two communication channels. Based on the existing research as of date, perception on creation of strong bonding through technology tools has not

been reported structurally in literature papers, which is also a potential gap that can be elaborated in research proposals and to explore how management style from different cultural background as compare to Chinese management style discussed in this paper can be helpful to future business owners in utilizing technological tools to foster business relationships in the long run.

METHODOLOGY

3.1 Overview of the Research Problem

The primary research method for this study is literature review and Survey through the first part questionnaire (sample size will be approximately 150 individuals who are employees and professionals, working in an office context with computer tools with contracted office hours of 9-6pm). Second part will be an in-depth interview with various business owners at different age groups including Gen Z, Baby Boomer, Millennials, and Gen X. Each of the age groups I will select about 2 senior management individuals and will conduct an approximately 1-hour interview with each of them. Questions will mainly focus on the challenges they face in the recruiting process and how they perceive millennials and working with the 90's, their value towards work from home and 4-5 days week work as compared to the traditional "alternate week" (one week is 5.5 days and the next is 5 days' work week). This research study is an explorative one and the aim is to deepen the reader's understanding of the younger generation's value system towards wealth and society versus the older generations. The report will cover results and insights from the interviewees and the questionnaire feedbacks and reflect recommendations from business owners on the macro view of future economy and business models post-the pandemic age. The time frame aims to have this research is between July 2023- September 2023.

3.2 Research Problem

The research area that is focusing on is how management style has evolved pre-the pandemic and post the pandemic. And most importantly is how change in mindset and attitude on purchasing consumption patterns evolve between these two period time frames. Another implication I would like to explore through this study is whether management's style of micro-management and flexible management style are preferred by employees and whether western style and traditional Chinese style differ in management styles. There are two focuses on this research and one is on consumption level and another is management and employee attitude. Regarding the corporate context, the motivation of the research is due to the fact that face to face connections and face to face communications through work has reduced dramatically throughout these few years during the pandemic and such change has probably altered how business owners run their business models and employee recruitment which the purpose of this research is to find out such changes and allow business owners to understand more the macro phenomenon that is happening for future business decision making purpose. And also would like to understand the effectiveness of meeting and connecting through technology software versus face-to-face. Will the format affect productivity and operational efficiency or not? Thus, the target reading audience of this report is more for business owners and employers as consumption purchasing patterns will have an impact on how business owners structure their models while that will also influence how they recruit manpower and also company structuring.

3.3 Research Purpose and Questions

The pandemic has changed how people work, how they make purchases, business owners' perceptions towards working from home and at the same time it also changed how employees choose their employers. And hygienic level and awareness also seem to have enhanced a lot, will wearing masks continue to be a major trend among communities in Hong Kong, which implies a sense of self-protections and also level of anxiety. Recruitment has become a challenge and the goal of this research is to understand the mentality and psychology behind workers' and employers' mindset, the discrepancies and how companies should restructure or reformulate their recruitment requirements and benefits offering to attract and retain talents. the pandemic has proven that work from home is possible and this validation is yet to be verified through the upcoming research; and secondly, if this is valid and affirmative, will this affect how employees choose their employers in terms of work from home benefit as a consideration in choosing jobs? There are many lifestyle questions on attitude towards pre-the pandemic and post the pandemic are interesting to uncover and elaborate through discussions.

Some Research questions would want to address through the research:

Research Topic: Perceived productivity working from home versus Office:

1. Perception on a full-time job at office versus flexible hours among senior management under Chinese Companies(e.g 9-6pm business hours 6 days per week).

2. What is the rate of perceived productivity among senior management under Chinese Companies in Hong Kong? Is perceived productivity increased working from home or office?

3. Do senior management under Chinese companies find Zoom useful or they prefer face-to-face meetings instead, why and why not?

Research Topic 2: Purchasing behavior: online or offline preference

1. For shopping and purchasing behavior, will consumers in Hong Kong prefer buying online or offline and their rationale behind this decision? And what products they will buy online and offline.

2. Do customers prefer shopping online in Hong Kong and what is the factor behind?

These questions are some research questions only and more will be elaborated in the actual instrument sections and the results will be covered in the thesis as the feedback and the answers will help to reflect the value systems and attitude towards the society of different generation groups since the onset of the pandemic till now. And these insights

37

will also help readers and business owners to understand how they can formulate their recruitment requirements and benefits offering, helping them to understand what the younger generations value so that employers can engage them better for the company's overall operational efficiency and talent maintenance among senior management under Chinese companies in Hong Kong.

3.4 Research Design

Most people do not want to spend too much time on a survey/questionnaire, even with incentive as their aim might be to get the gift or benefits only and rush through the questions; thus, my questions aim to be as concise as possible and to touch their emotional feelings and perceptions instead of asking open end questions which might be harder to grasp their implication. And will focus on selecting some quality participants to engage in this activity through personal networks and also business associations.

How a person feels and perceives reflects one's value system. Their answers are key to the upcoming dissertation and the overall results analyzed, the participant might lean towards answering questions that are more neutral or appropriate if he or she has too many concerns whether this survey will be received by their employers. Thus, careful questioning propositions will be helpful to avoid them over-thinking or getting them too much thinking time to answer a question that might end up biased.

After all, work-life takes up at least 1/3 of our lifetime spending if we are considering a minimum of 8 hours per week day, which rarely happens, and usually mid

management to senior professionals or executives consume more than 10 hours per day or even more during working from home. Thus, perceptions about events and life happenings are important, more important as response is subjective and it reflects how the person really feels or experiences in that significant part of his lifetime; such as the pandemic age and the post the pandemic age. And the experiences can be good indications on what people value these days, such as belief, priorities, spending patterns and business models too.

3.5 Population and Sample

Hong Kong has roughly about 7.4 million and according to a research conducted by Census and Statistic Department, the top 10% of Hong Kong's richest families made more than a million per year (Lighthouse 2017). The median monthly household income was HKD28,300 in 2022, an increase of 2.9% from 2021 (thehkhub, 2023); as for economically active households, the median monthly household income was HKD36,200, up by 3.42% from 2021 (CSD, 2023). The CSD reports also summarize that women outnumber men in the city, with a sex ratio of 839 males per 1,000 females. The sampling selection aiming in this research is those who are middle class and above, which goes under median-income families in Hong Kong.

3.6 Participant Selection

Senior management background under Chinese companies with Professionals equipped with computer facing work, mainly office context working participants. They are mainly professionals who are from median-income families or above. The selection is

mainly done through professional business associations who are eligible to be under those associations, thus their background is legitimate and with a strong educational background. They are all born in Hong Kong, with local or overseas educational backgrounds. The participants will fall under the 5 Groups of generations range which is going to be explained in the instrumentation section.

3.7 Instrumentation

<u>Timeline of the Research:</u>

July 2023 - September 2023

Method: Qualitative - Survey and Questionnaire and in depth interview questions

Target Audience Coverage professionals who are computer work facing:

Group 1: Baby Boomers: Born 1946-1964 (59-77 years old)

Group 2: Gen X: Born 1965-1980 (43-58 years old)

Group 3: Millennials: Born 1981-1996 (27-42 years old)

Group 4: Gen Z: Born 1997-2012 (11-26 years old)

The survey and in-depth interview questions are input in google form format for easy data collections and also for the convenience of the participants in filling out the questions that can be completed through their phone. Results are also generated through

google excel in pie chart format for easier understanding in terms of proportion allocations.

Interview Questions:

1. Describe your company management culture? Wong, J. Sethia, K. (2020)

    a. management tends to micro manage and values hard work and overtime colleagues

    b. management is happy as long as you get the work done, more flexible hours and no penalty or warning even late for work

2. Does your office have work from home protocol during the pandemic? Wong, J. Sethia, K. (2020)

    a. Yes

    b. No, as our management is traditional Chinese management and working from home is not preferred

    c. No and my job requires on site.

3. Do you find working from home more productive than working at the office ? Wong, J. Sethia, K. (2020). If Question 1, is b, you may still try to answer below questions based on your perception

    a. I finish my work faster at the office than at home

    b. I finish up my work faster at home and more positive

c. I do not have a preference on where I work as I still need to get the work done anyways.

d. I prefer the office as I can get in touch with my colleague faster for questions and I enjoy teamwork with other colleagues.

4. Do you get interrupted while working from home ? (Eg your kids suddenly asking for help) Richmond, Jason (2021).

a. Yes. I feel I get more interrupted and cannot focus on work, spending more hours on finishing up my task.

b. I spent longer hours finish my work but I enjoy frequent "breaks"

c. Yes and I prefer working at the office as I can feel more focused and feel like having more of my own time.

5. Pre- the pandemic, do you often purchase through online channels ? Kestel, D. (2022).

a. Yes is faster and I do not like to carry things around with me

b. Not really, I still prefer offline shopping.

6. Post the pandemic, do you see yourself purchasing more through online channels or less ? Kestel, D. (2022).

a. I purchase more online as is more convenient with digital pay

b. I still prefer seeing the product physically and I enjoy shopping physically.

c. a and b half half, and not much preference on choice, whatever is convenient to me.

7. Do you have this feeling more "life is precious" such feeling post the pandemic ? Richmond, Jason (2021).

   a. I spend more time with my family

   b. No difference

   c. I feel more depressed and in a low mood and still not yet recovered.

8. Do you have feelings of feeling disconnected to the outside world during the pandemic emotionally and socially? Bobo H. P. Lau, Cecilia L. W. Chan & Siu-Man Ng (2021)

   a. I did feel disconnected from the outside work emotionally and socially during the pandemic

   b. No, actually I feel better as I finally got more time with my friends and colleagues who are the most important people to me.

9. Do you prefer to make purchases online or offline at stores after the pandemic ? Kestel, D. (2022).

   a. Online

   b. Offline

10. If you were given a new job opportunity where you can choose working mode, would you ask for work from home, hybrid, office work ? And why ? Chi, Z and Seock-Jin, Hong (2017).

a. work from home sure cos I like to feel free and get occasional breaks, no pressure on dress code.

b. hybrid because I do want some quiet time to get my own personal work done as not all are teamwork based and I enjoy office environment also with other colleagues' presence

c. I prefer office work as it helps me to focus and can clearly define work and home, work from home or hybrid cannot clearly define work life balance in my view

11. Did you experience impulsive buying at least once during the pandemic ? Zhang, Yashi (2023)

a. Yes at least once and i bought necessities and worry will be sold out

b. No it did not happen to me at all

c. No but I bought more things online due to boredom and purchased things I did not really need actually.

12. . Are you still wearing a mask in public and carrying sanitiser with you? Concerned about hygiene and concern of getting sick. Zhang, Yashi (2023)

a. Yes, I am still wearing masks and have a sanitizer with me most of the time. I am used to it and I have an increased concern of hygiene since the onset of the pandemic and it has become a natural practice.

b. Yes as I feel my immune system is still not used to not wearing mask

c. No, it does not bother me as I do not like to have my face covered and it feels pressuring or it bothers me.

13. When you find a job will you choose a job with more pay or with more vacations and benefits and lesser pay ? Bobo H. P. Lau, Cecilia L. W. Chan & Siu-Man Ng (2021)

a. I prefer more pay less benefits as I want to save more for the future

b. I prefer a 4-day work week with lesser pay as I can pick up more side jobs or start something of my own and it is OK to have less salary.

14. If your job requires you to work at 9am official hours and up to 6pm what time will you arrive and leave office? (Hruby, D. 2018)

a. I will arrive at 9am as this is what the company suggests.

b. I will arrive at 8:59 am as long as I arrive before hand is ok

c. I will arrive 30 mins before to get more work done so I do not need to stay after as much as I can

d. I will arrive 10 minutes earlier to plan my day

15. Do you think it is possible you can earn money without working longer hours and more effort? Morikawa, M. (2022)

a. Yes can do freelance and stocks and other part time jobs

b. No because hard work is the basic virtue to a better future

16. Would you prefer working full time with more flexible hours and arrangement? (Hruby, D. 2018)

    a. I prefer working in a flexible hours at office and I can go in and out anytime I want as long as I get the work done

    b. I prefer working at home as I have full control over when I do the work and I can take a nap sometimes, as long as I get the work before deadline

    c. I like to get the work done as early as possible and an office environment will push me to get things done sooner otherwise I will procrastinate.

    d. No, I will not want a full time job at the office at all as I cannot stand 9-6pm working hours with too much pressure.

17. If you were a business owner would you accept your colleagues to run a side business? Hruby, D. (2018)

    a. I do not mind as this is the norm now and cannot avoid

    b. I would mind as being focused is key to success and making achievements and earnings

18. If your job requests you to work 6 days a week but with high pay will you take the job or will you select a job with fewer days and lower pay ? Zhu. S. (2022)

    a. Take the job with high pay, and so I can save and do what I want in the future

b. Lesser pay is fine as long as I can live on the basic salary is sufficient as I would like more free time to do different things and enjoy life.

19. Do you enjoy working with a team or prefer alone ? Zhu. S. (2022)

   a. Team

   b. Alone

20. Do you feel optimistic about your future post the pandemic? Bobo H. P. Lau, Cecilia L. W. Chan & Siu-Man Ng (2021)

   a. Optimistic as I think when there is danger and threats there are opportunities

   b. Pessimistic as I think the economy is going down and I do not think business are going well

   c. The world is always changing so the future does not matter to me now.

21. Have you equipped a Sit-Stand Desk and Ergonomic chair during the pandemic due to work from home and did your company sponsor you if so? Morikawa, M. (2022)

   a. Yes I got a standing desk and ergonomic chair due to work from home and the company sponsored me.

   b. No I did not work from home so did not equip

   c. Yes I got standing desk and ergonomic chair but I paid on my own,

   d. I got a standing desk Pre-the pandemic age.

22. Will you consider getting a standing desk at home? Morikawa, M. (2022)

    a. Yes I think is healthy to use standing desk for better posture

    b. No. I do not see the need.

Survey Questions:

Questions	Scale (0 = the least or the least agree ; 10 = the most or strongly agree)
1. Do you eat out more or less now compared to pre-the pandemic? Tsang, Jack and Ma, Jess (2022)	More Less
2. Do you enjoy working from home? Wong, Ada. Lam, Frankie. (2020)	0 1 2 3 4 5 6 7 8 9 10
3. Do you enjoy working with a team at the office? FutureCIO Editors (2022)	0 1 2 3 4 5 6 7 8 9 10
4. Did your company provide any support on ergonomic furniture during work from home? Wong, Ada. Lam, Frankie. (2020)	Yes No
5. Did you use the company sponsor fund to purchase a standing desk and ergonomic chair? FutureCIO Editors (2022)	Yes No Company no support
6. What chair brand did you buy? Do you think it helps to prevent back pain? Lina Vyas & Nantapong Butakhieo (2021)	Ans:_____ 0 1 2 3 4 5 6 7 8 9 10
7. Do you feel disturbed working at home when family members are around? Gratton, L. 2022	No Yes. 0 1 2 3 4 5 6 7 8 9 10
8. Are you still wearing a mask in public? When will you stop wearing face masks? Jett, Jennifer Gupta, Kamakshi and Le,	Yes No Ans:_____

Stanley 2023	
9. Do you feel safer and more secure wearing masks in public? Jett, Jennifer Gupta, Kamakshi and Le, Stanley 2023	0 1 2 3 4 5 6 7 8 9 10
10. Do you feel optimistic about the economy improving in 2025 onwards? Kestel, D. (2022).	0 1 2 3 4 5 6 7 8 9 10
11. Do you find working with the younger generations such as the millennials requires more patience and effort? Mehta, A (2018).	0 1 2 3 4 5 6 7 8 9 10
12. Do you find a 4 day work feel more effective and productive? Wong, A, Cheung, J & Chen. Z 2020.	0 1 2 3 4 5 6 7 8 9 10
13. Do you focus better when you work at the office? Gratton, L. 2022	0 1 2 3 4 5 6 7 8 9 10
14. Do you prefer shopping online? Lina Vyas & Nantapong Butakhieo (2021)	0 1 2 3 4 5 6 7 8 9 10
15. Do you find using a standing desk healthier ? Wong, A, Cheung, J & Chen. Z 2020.	0 1 2 3 4 5 6 7 8 9 10
16. Do you see yourself continuing to live in Hong Kong in the coming 5 years? Lina Vyas & Nantapong Butakhieo (2021)	0 1 2 3 4 5 6 7 8 9 10
17. Do you find Hong Kong a stressful place to live? Lai, S. (2017).	0 1 2 3 4 5 6 7 8 9 10
18. Do you find Hong Kong a good place to work for a living? Lai, S. (2017).	0 1 2 3 4 5 6 7 8 9 10
18. Do you find the turnover rate higher since the onset of the pandemic ? Richmond, Jason (2021)	0 1 2 3 4 5 6 7 8 9 10
19. Do you find yourself eating out less since the onset of the pandemic? Lai, S. (2017)	0 1 2 3 4 5 6 7 8 9 10

20. Do you find yourself distant with your friends since the pandemic? Richmond, Jason (2021)	0 1 2 3 4 5 6 7 8 9 10
21. Do you find the pandemic changes people's mindset and lifestyle? Lai, S. (2017)	0 1 2 3 4 5 6 7 8 9 10
22. Do you find people in Hong Kong happier since the border opens ? Kestel, D. (2022)	0 1 2 3 4 5 6 7 8 9 10
23. Will you let your children pursue education in Hong Kong if you can choose? Gratton, L. 2022	0 1 2 3 4 5 6 7 8 9 10
24. Do you find there is a need to purchase online since Hong Kong is such a convenient place? Das, D., Sarkar, A., & Debroy, A. (2022)	0 1 2 3 4 5 6 7 8 9 10
25. Do you find ZOOM meetings better and more productive than face to face meetings? Wong, J. Sethia, K. (2020)	0 1 2 3 4 5 6 7 8 9 10
26. Do you think Zoom can replace traveling for face to face meeting? Qu, J. and Yan, J. (2023)	0 1 2 3 4 5 6 7 8 9 10
27. Will you accept your employees taking up a side job or freelance job apart from his full time job ? Qu, J. and Yan, J. (2023)	0 1 2 3 4 5 6 7 8 9 10
28. Do you find younger generations taking up full time jobs? Qu, J. and Yan, J. (2023)	0 1 2 3 4 5 6 7 8 9 10
29. Do you find getting new jobs difficult post the pandemic? Kestel, D. (2022).	0 1 2 3 4 5 6 7 8 9 10
30. Is it difficult to hire good candidates post the pandemic? Wong, A, Cheung, J & Chen. Z 2020.	0 1 2 3 4 5 6 7 8 9 10

31. Have you exercised more since the onset of the pandemic? Tejero, Lourdes Marie S et al	0 1 2 3 4 5 6 7 8 9 10
32. Did you feel depressed due to the pandemic? Bobo H. P. Lau, Cecilia L. W. Chan & Siu-Man Ng (2021)	0 1 2 3 4 5 6 7 8 9 10
33. Have you become a more sensitive and cautious person due to the pandemic? Bobo H. P. Lau, Cecilia L. W. Chan & Siu-Man Ng (2021)	0 1 2 3 4 5 6 7 8 9 10
34. Did your friends migrate to other locations during the pandemic? Wong, A, Cheung, J & Chen. Z 2020.	0 1 2 3 4 5 6 7 8 9 10
35. If you were to start a new company, would you keep the traditional work at office protocol, unlike the pandemic stage? Ren, David (2022).	0 1 2 3 4 5 6 7 8 9 10 not keep must keep
36. Do you find face to face meetings important to building relationships or Zoom is ok? Ren, David (2022).	0 1 2 3 4 5 6 7 8 9 10 Zoom Face to face
37. Is your relationship with your family closer due to the pandemic? Wong, J. Sethia, K. (2020)	0 1 2 3 4 5 6 7 8 9 10
38. Do you think the pandemic is "a blessing in disguise" in retrospect? Das, D., Sarkar, A., & Debroy, A. (2022)	0 1 2 3 4 5 6 7 8 9 10
39. Do you find yourself messaging more since the pandemic or talk more on the phone? Wong, J. Sethia, K. (2020)	0 1 2 3 4 5 6 7 8 9 10 text in between phone
40. Do you find Chinese management more controlling than Western style? Mehta, A (2018).	0 1 2 3 4 5 6 7 8 9 10

3.8 Data Collection Procedures

<u>**Research Timeline and Action Plan**</u>

<u>Actions</u>	<u>Timetable</u>	<u>Description and remarks</u>
1. Identify Candidates through business networking associations	June 15-July 1st	Sourcing candidates and screening process.
2. Consolidate a list of candidates and profiling	July	Will prepare a list of candidates' profiles. And google form to prepare distribution through email or whatsapp contacts
3. Distribution of the google forms questionnaire	July	Will set a deadline for the candidates to complete the survey.
4. Collection and evaluation on the final number of candidates responding and evaluate whether further sourcing is needed	August	Will need to study the answers whether they are logical and whether there are too many missing questions..etc
5. Study Results of the survey and evaluation	Late August	Will start working on the thesis preparation as well
6. Prepare in-depth interview candidates profiling	Late July	
7. Sourcing of in depth interview	Early July	

candidates		
8. Will start interviewing based on the survey questions but extensive and open for more open-ended discussion.	Early August	
9. Consolidation of the results and evaluation of the in-depth interview answers		
10. Start on the thesis preparation	September/October	

3.9 Research Design Limitations

The limitations of this research design are mainly related to the participants' coverage on sample sizes and also lack of previous studies on this research area as the pandemic-19 is a special phenomenon and there were no prior research studies related to the crisis as such. Secondly, the limitations will be the sample size, not all individuals who received the survey/questionnaire are willing to participate in the research, they might be some professionals with sound background and fit for the selection. Thirdly will be the time restraints the period chosen for this research study is between July to September 2023, there might be different views in respondent as well as sampling

selections if the research executions are done a few months later or earlier. Also, during the research process will also encounter uneven industry sampling size which means some industries for example, in accounting might have respondents' rate more than the other industries, which is rather difficult to collect the same number of respondents in each job industry on sampling sizes with the same age range. Moreover, the target audience in this report is focusing on professionals who are mainly doing computer work facing an office or home office context which could also be a limitation compared to data obtained from mass market as for some questions can apply to mass industries. It is also interesting to point out that due to the pandemic a number of professionals and middle classes have migrated abroad to Canada and the United Kingdom for good. The sampling size could have neglected these groups of people who were also eligible for the study and were grown up in Hong Kong. During the research data collection, difficulty in gathering an equal number of participants in each generation willing to participate in both interview and survey responses, most participants who willing to join this are in the Millenial age group.

3.9 Conclusion

In conclusion, the purpose of this research is to understand the mindset within the professional industries with their mindset and the target audience readers of this report who are also mainly senior management. The scope of research is rather focused and targeted. The results are also mainly focusing on perceptions and mindset value among Hong Kong people under the influence of the pandemic; thus, the responses are a reflection of emotional values evolved over the period from pre-the pandemic to the

pandemic age. This is a study that no other prior researchers worked on. Majority of the

previous research is mainly focusing on work from home and perceived productivity.

CHAPTER IV:
RESULTS

The following are the results of the questions listed that have been presented in the instrumentation section, however some question structures have been modified during the process after receiving feedback from the participants. The survey and interview questions oriented around perceptions; thus, the results are mainly qualitative focus. The sampling size is limited to senior employees and management levels. Participants are all borne locally in Hong Kong and with Chinese senior top management. Approximately 20% of these companies are from international companies however with top management also Chinese nationalities as well.

The following results presentation will start with full interviews that consist of both the in-depth interview questions and survey questions, and total respondents participated was 44 participants, the methodology in inviting participants are through business associations, existing customers who are all computer work facing, around 5400 emails sent and personal invitations through LinkedIn after screening out their profiles who are mainly above middle management levels.

The second part of results are in survey questionnaire format with a total of 130 total respondents completed the survey without any missing questions. And shall be presented in Section 4.2

4.1 Results on Research Questions - In depth Interview (Total 44 participants)

What generations are you under? (Total N=44)	Number	Industry covered:	Percentage
Group 2: Gen X: Born 1965-1980 (43-58 years old)	N=16	IT, Banking, Finance, Private tutoring, Pharmaceutical, Technology, Education, Legal, Self-Employed, Auction house, Sales and BD, Logistic, Insurance	52.3%
Group 3: Millennials: Born 1981-1996 (27-42 years old)	N=23	Accounting, Constructions, Retail, IKEA, IT, Entertainment, Real Estate, Trading, Medical, Commercial, Trading, Marketing, Fintech, Legal, Finance, Import Export, Food and beverage, Digital Marketing	36.4%
Group 4: Gen Z: Born 1997-2012 (11-26 years old)	N=5	Education, Furniture, Designer, Accounting and Sales Function	11.4%

Table 1Industries and backgrond of In-Depth participants

Descriptive Statistics on In-Depth Interview Participants (Apart from In-depth sharing)							
	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness

	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error
What generations are you under? (0=Group 2: Gen X: Born 1965-1980 (43-58 years old), 1=Group 3: Millennials: Born 1981-1996 (27-42 years old), 2=Group 4: Gen Z: Born 1997-2012 (11-26 years old)	44	0	2	.75	.098	.651	.424	.297	.357
Best describe your company culture? (0= management tends to micro manage and values hard work and overtime colleagues, 1=management is happy as long as you get the work done, more flexible hours and no penalty or warning even late for work)	44	0	1	.70	.070	.462	.213	-.929	.357
Work from home more productive working at the office? (0= finish working faster at office, 1= finish faster at home and more positive, 2= No preference on location 3= Prefer the office, enjoy teamwork with other colleagues)	44	0	3	1.82	.163	1.084	1.175	-.309	.357
Office have a WFH protocol during Covid? (0=No, 1=Yes)	44	0	1	.70	.070	.462	.213	-.929	.357
Get interrupted while working from home? (0=I get more interrupted and cannot focus on work, spend more hours, 1= spend more hours, but enjoy frequent breaks, 2=Prefer working at office, feel more focused and having free time)	44	0	2	1.25	.118	.781	.610	-.479	.357

Question									
Before the pandemic, often purchase through online channels? (0=online as is faster, 1=prefer offline)	44	0	1	.48	.076	.505	.255	.094	.357
After the pandemic, do you purchase more online or offline? (0= digital pay as is convenient, 1=shop physically, 2=half half, whatever is convenient)	44	0	2	1.30	.132	.878	.771	-.631	.357
Do you have this feeling more "life is precious" such feeling post covid? (0=spend more time with family, 1=no difference, 2=feel more depressed and in low mood still not yet recovered)	44	0	2	.57	.094	.625	.391	.629	.357
Do you have feelings of disconnectedness to outside emotionally and socially? (0=feel disconnected from outside world, 1=feel better and more time with important friends)	44	0	1	.45	.076	.504	.254	.189	.357
Do you prefer to make purchases online and offline at stores? (0=online, 1=offline)	44	0	1	.48	.076	.505	.255	.094	.357
If job opportunity, work from home, hybrid, office work? (0=work from home, 1=hybrid, 2=office work)	44	0	2	1.09	.097	.640	.410	-.078	.357
Did you experience impulsive buying at least once during the pandemic ? (0=yes, 1=no, 2=out of boredom)	44	0	2	.59	.082	.542	.294	.080	.357

Are you still wearing a mask in public and carrying sanitiser with you? Concerned about hygiene and concern of getting sick. (0=yes out of hygiene, 1=yes, immune system, 2= No, does not bother me)	44	0	2	1.14	.144	.955	.911	-.284	.357
When you find a job will you choose a job with more pay or with more vacations and benefits and lesser pay ? (0=Prefer more pay, less benefits to save more, 1=prefer 4 day work week with lesser pay, and want side job)	44	0	1	.50	.076	.506	.256	.000	.357
If your job requires you to work at 9am official hours and up to 6pm what time will you arrive and leave office? (0=arrive 9am, 1=will arrive at 8:59am as long as I arrive before hand, 2=Will arrive 30 minutes before to get more work done, 3=will arrive 10 minutes earlier to plan the day)	44	0	3	1.57	.191	1.265	1.600	-.124	.357
Do you think it is possible you can earn money without working longer hours and more effort? (0= yes, can do freelance, 1=No, because hard work is the basic virtue)	44	0	1	.27	.068	.451	.203	1.057	.357

Would you prefer working full time with more flexible hours and arrangement? (0=prefer working flexible hours, 1=prefer working at home with full control, 2=work at office to get things done asap, 3=will not prefer a full time job, too much pressure)	44	0	3	.68	.152	1.006	1.013	1.267	.357
If you were a business owner would you accept your colleagues to run a side business? (0=Do not mind as is the norm, 1=would mind as being focused is the key to success)	44	0	1	.36	.073	.487	.237	.587	.357
If your job requests you to work 6 days a week but with high pay will you take the job or will you select a job with fewer days and lower pay ? (0=take the job with high pay, 1=less pay is fine as can do other things)	44	0	1	.61	.074	.493	.243	-.483	.357
Do you enjoy working with a team or prefer alone ? (0=team, 1=alone)	44	0	1	.27	.068	.451	.203	1.057	.357
Do you feel optimistic about your future post Covid? (0=optimistic as there are threats there are opportunities, 1=Pessimistic as I think the economy is going down and I do not think business are going well, 2=The world is always changing so the future does not matter to me now)	44	0	2	1.16	.138	.914	.835	-.329	.357

	N	Missing	Maximum	Mean	Std. Error Mean	Std. Deviation	Variance	Skewness	Std. Error Skewness
Have you equipped a Sit-Stand Desk and Ergonomic chair during Covid due to work from home and did your company sponsor you if so?(0=got standing desk company sponsor, 1=no work from home so did not equip, 2=Yes I got standing desk and ergonomic chair but I paid on my own, 3= Got standing desk before the pandemic)	44	0	3	1.05	.086	.569	.323	.808	.357
Will you consider getting a standing desk at home? (0=Yes I think it is healthy to use a standing desk for better posture, 1=No. I do not see the need)	44	0	1	.50	.076	.506	.256	.000	.357
Do you eat out more or less now compared to pre-covid? (0=less, 1=More)	44	0	1	.48	.076	.505	.255	.094	.357
Do you enjoy working from home? Scale (0 = the least or the least agree ; 10 = the most or strongly agree)	44	0	10	5.86	.439	2.914	8.493	-.207	.357
Do you enjoy working with a team at the office? (0=Prefer working alone, 1=Enjoy)	44	0	1	.80	.062	.408	.166	-1.517	.357
Did your company provide any support on ergonomic furniture during work from home? (0=no, 1=yes)	44	0	1	.23	.064	.424	.180	1.348	.357
Did you use the company sponsor fund to purchase a standing desk	44	0	2	.66	.097	.645	.416	.457	.357

	N	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness	
and ergonomic chair? (0=company no support, 1=No, 2=Yes)									
Do you feel disturbed working at home when family members are around? (0=No does not disturb me, 1=yes disturbed)	44	0	1	.59	.075	.497	.247	-.383	.357
Are you still wearing a mask in public? (0=No, 1=Yes)	44	0	1	.48	.076	.505	.255	.094	.357
Do you feel safer and more secure wearing masks in public? (0=does not matter, 1=is a habit, 2=Safer)	44	0	2	.95	.142	.939	.882	.093	.357
Do you feel optimistic about the economy improving in 2025 onwards? (0=Yes, 1= No, 2=Others)	44	0	2	.48	.105	.698	.488	1.157	.357
Do you find working with the younger generations such as the millennials requires more patience and effort? (0=Same like everyone, 1=Yes does require more effort)	44	0	1	.66	.072	.479	.230	-.695	.357
Do you find a 4 day work feel more effective and productive? (0=more effective, 1=become lazier)	44	0	1	.30	.070	.462	.213	.929	.357
Do you focus better when you work at the office? (0=Focus better, 1= no difference from WFH)	44	0	1	.16	.056	.370	.137	1.931	.357
Do you prefer shopping online? (0=online, 1=offline)	44	0	1	.43	.076	.501	.251	.285	.357
Do you find using a standing desk healthier ?(0=no difference, 1= Yes healthier)	44	0	1	.70	.070	.462	.213	-.929	.357

Do you see yourself continuing to live in Hong Kong in the coming 5 years? (0=no, 1=yes)	44	0	1	.89	.048	.321	.103	-2.522	.357
Do you find Hong Kong a stressful place to live? (0=no, 1=yes)	44	0	1	.82	.059	.390	.152	-1.709	.357
Do you find Hong Kong a good place to work for a living? (0= No, 1=Yes)	44	0	1	.73	.068	.451	.203	-1.057	.357
Do you find the turnover rate higher since the onset of Covid ? (0=No, 1=Yes)	44	0	1	.68	.071	.471	.222	-.809	.357
Do you find yourself eating out less since the onset of Covid? (0=Less, 1=More)	44	0	1	.27	.068	.451	.203	1.057	.357
Do you find yourself distant with your friends since covid? (0=Closer, 1=More distant)	44	0	1	.64	.073	.487	.237	-.587	.357
Do you find Covid changes people's mindset and lifestyle? (0=More understanding and calm, 1=More anxious and cautious)	44	0	1	.61	.074	.493	.243	-.483	.357
Do you find people in Hong Kong happier since the border opens ? (0=Happier, 1=Less Happier)	44	0	1	.36	.073	.487	.237	.587	.357
Will you let your children pursue education in Hong Kong if you can choose? (0=Elsewhere, 1=Hong Kong)	44	0	1	.57	.076	.501	.251	-.285	.357

	N	Minimum	Maximum	Mean					
Do you find there is a need to purchase online since Hong Kong is such a convenient place? (0=online, 1=offline is convenient)	44	0	1	.55	.076	.504	.254	-.189	.357
Do you find ZOOM meetings better and more productive than face to face meetings? (0=F2F, 1=Zoom)	44	0	1	.32	.071	.471	.222	.809	.357
Do you think Zoom can replace traveling for face to face meeting? (0=Can replace quite a bit, 1=Cannot replace)	44	0	1	.41	.075	.497	.247	.383	.357
Will you accept your employees taking up a side job or freelance job apart from his full time job ? (0=not okay, 1=ok to have side business)	44	0	1	.66	.072	.479	.230	-.695	.357
Do you find younger generations taking up full time jobs? (0=they like part time more, 1=yes they still prefer full time in my view)	44	0	1	.34	.072	.479	.230	.695	.357
Do you find getting new jobs difficult post Covid? (0=no, 1=yes)	44	0	1	.52	.076	.505	.255	-.094	.357
Is it difficult to hire good candidates post Covid? (0=difficult, 1=not difficult)	44	0	1	.16	.056	.370	.137	1.931	.357
Have you exercised more since the onset of Covid? (0=less, 1=more)	44	0	1	.50	.076	.506	.256	.000	.357
Did you feel depressed due to Covid? (0=depressed yes, 1=not really in fact more calm)	44	0	1	.61	.074	.493	.243	-.483	.357

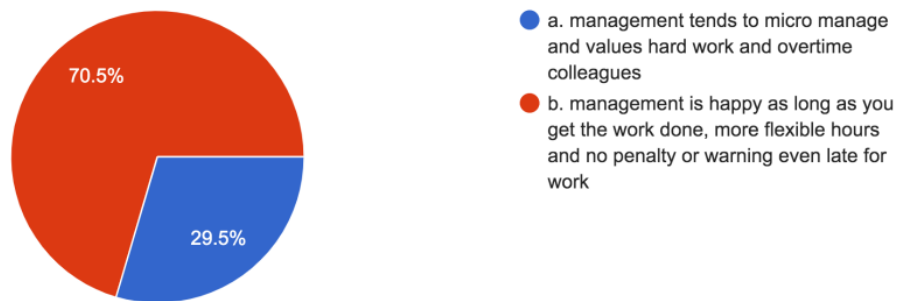|	N	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Variance	Skewness	Std. Error
Have you become a more sensitive and cautious person due to Covid? (0=no, 1=yes)	44	0	1	.59	.075	.497	.247	-.383	.357
Did your friends migrate to other locations during Covid? (0=no, 1=yes)	44	0	1	.77	.064	.424	.180	-1.348	.357
If you were to start a new company would you keep the traditional work at office protocol, unlike Covid stage? (0=flexible hours, 1=office hour)	44	0	1	.32	.071	.471	.222	.809	.357
Do you find face to face meetings important to building relationships or Zoom is ok? (0=important, 1=same as zoom)	44	0	1	.20	.062	.408	.166	1.517	.357
Is your relationship with your family closer due to Covid? (0=Close, 1=Less Closer)	44	0	1	.16	.056	.370	.137	1.931	.357
Do you think Covid is "a blessing in disguise" in retrospect? (0=No it is not, 1=Yes it is)	44	0	1	.50	.076	.506	.256	.000	.357
Do you find yourself messaging more since Covid or talk more on the phone? (0=more phone or face to face,1=more text)	44	0	1	.77	.064	.424	.180	-1.348	.357
Do you find Chinese management more controlling than Western style? (0=no is same as western, 1=more micromanagement)	44	0	1	.77	.064	.424	.180	-1.348	.357
Valid N (listwise)	44								

Table 2 SPSS Summary Table Results Data on In-depth participants

Detailed analysis on each in-depth question from participants are presented below.

Q1.

Which one do you think is the best describe of your company management culture?
44 responses

70.5%

29.5%

● a. management tends to micro manage and values hard work and overtime colleagues
● b. management is happy as long as you get the work done, more flexible hours and no penalty or warning even late for work

Rationale and Results: The reason for listing this question is to understand among these professionals how they perceive their companies' management structure and whether they feel content with their company under Chinese style management or self-employed business owners. Results among these 44 respondents suggest that approximately 70.5% (31) of respondents perceive that their management is happy as long as the employee is able to get their work done, more flexible hours are allowed and no penalty or warning even if they attend work late which is not their contract hours, and the remaining 13 respondents about 29.5% suggest that management tends to micro manage and values hard work and overtime colleagues. The reason why they answer flexibly is mainly because senior roles usually require less monitoring while junior level employers require more progression results reporting. Top management usually only

requests results from senior management and will not interfere so much on how the work is being executed. Only 2 respondents out of the 13 respondents (management tends to micro manage) prefers work from home while the rest of the respondents value hybrid and office work. Out of 31 respondents who answer that they are happy with their management as they have more flexible hours as long as they get the work done, 17 (54.8%) respondents reply that they feel more productive working at office and that they can connect with their office co-workers for better communications which assist to getting work done faster, instead of choosing work from home. Calls or Zoom actually reduce efficiency in getting immediate feedback from colleagues than doing so at the office. The respondent also suggested that Chinese companies tend to oversee how a task is completed and senior management tend to be interested to know the details and communications flow, and whether employees did follow the workflow properly to ensure guidelines are enforced. They also suggest that management value hard working employees and overtime employees because of their loyalty and dedication. They value the employee's devotional attitude. Top management are curious to understand what tasks take up their employees' working hours not because they require them to work longer hours but they want to know so the employees can be more efficient or need some help on thoughts processing. Secondly, majority of the respondents also mention that "perfection lies in the details," by monitoring how they allocate tasks on working hours and how much is spent on the task top management can know whether they are really working and whether they are in the right track, if management to not interfere earlier, ends up might be too late to make changes at the very end and could lead to potential

68

crisis and troubles. Therefore, Chinese management tends to micro-manage. However, the above protocol usually applies to younger colleagues, since respondents mention that they are more in a senior role, they do not get micro-managed in their level as much because of trust and credibility of the employee. Top management reserves a level of respect for senior management and has a solid foundation of trust built. For individuals who suggest their company is more micro managed usually is the start ups and also with more junior staff who requires more training, thus micro management is helpful in this regard, and overtime happens because staff with less experience requires more time to finish one task as they were not familiar with the job nature and need more practice to excel. Micro management might not be a negative thing if the team needs more guidance to improve and it is actually a merit where leaders are willing to spend more time and effort to do knowledge transfer and follow up with their colleagues. Another reason management micromanaged is lack of empowerment to teammates, if decision making all falls under one team head for approval, the company culture will naturally turn into one micromanaged structure where power and authority is centered at the top. Therefore, sufficient internal training and guidance to colleagues and mindset training is important for company growth. If a company is with a well-structured system and guidelines in place, the company should encounter less micromanagement regardless of whether it is a Chinese company or a western style based one.

Q2.

Does your office have work from home protocol during covid?
44 responses

Yes
No
subjected to senior officials' view

27.3%

70.5%
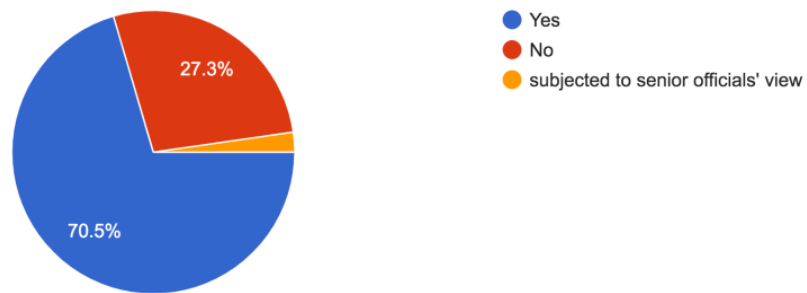
Results and Rationale: The reason for putting this question is to understand what is the percentage among these professional respondents who are given the option to work from home during the pandemic times in Hong Kong. Results show that 70.5% (31 respondents), 16 respondents out of 31 is under age group 3, the Millennials between age range is between 27-42 years old and are allowed to work from home, these group of people among 14 respondents (out of the 16 Millennials, which is the dominance) also suggested they enjoy working as a Team instead of working alone. 27.3% (12 respondents) are not allowed to work from home and the remaining 2.3% equivalent to 1 respondent suggested whether working from home is by context and subjected to senior official's perception and the industry of this participant is under technology industry within the age Group 2: Gen X: Born between 1965-1980 (43-58 years old). The Hong

Kong government gave liberty to companies to decide on whether they would want to implement work from home policy or not though some service companies and retail shops did not have this selection as they are front facing. Based on the data, the majority did implement this protocol during the pandemic times. Respondents are mainly in senior level which is why Work From Home is implemented as they can communicate through phone calls, meeting tools such as Zoom and Teams, WhatsApp calls, WeChat calls, these tools allow them to discuss on high level topics mainly sharing their views, feedbacks or guidance to their subordinates. Some companies do not have work from home protocol because of their industry does not allow work from home; for example, skin and beauty industry where client request personal skin care services, medical care services, retail shops, which the business operation nature is not online based, of course senior management who are on governing level are computer facing professionals but they also have to be on-site to monitor and help address urgent situation from their co-workers. Banking or financial management can probably work from home with their other counterparts but as a matter of fact, they are also customers of other servicing providers as stated above; therefore, not all companies can operate under Work from Home models.

Work from home is a new norm since the Pandemic, but majority of the Chinese companies have now resumed to normal back to office, but respondents also suggest management is less tightened in control comparing to pre-pandemic age, maybe that is due to the social distancing where most tasks have to be done remotely, so to a certain

extent, employers and business owners gained confidence in such new way of work that is also why performance can be monitored through deadlines too.

Approximately 70% of Chinese companies experienced Working from Home which is significant enough to represent the general population in Hong Kong under Chinese companies who did have a taste of what it is like. Work from Home is no longer the dominant working mode now in 2023 as shared by the respondents, but they are still eager to have this mode of work in place however, they also understand why management is not implement anymore as it is difficult to handle the coherency within the team, somehow the team connections between each other is fragmented, and under management's perspective they cannot accept a company like that with different fragmentation happening that will eventually lose control and lose the cultural spirit of the company. That's why working at the office is still a must but managers will allow work from home occasionally but submit approval requests from seniors first. That is why work from home is only implemented because it is needed, not because it is good for the company. Colleagues and teammates might feel happier with more flexibility but long run is not healthy for a company's operations. Therefore, respondents also show their understanding of why work from home cannot be the norm in Hong Kong now nor in the foreseeable future.

Q3:

Do you find working from home more productive than working at the office ?
44 responses

- a. I finish my work faster at the office than at home
- b. I finish up my work faster at home and more positive
- c. I do not have a preference on where I work as I still need to get the work done anyways.
- d. I prefer the office as I can get in touch with my colleague faster for questions and I enjoy teamwork with other collea…

Results and Rationale: Productivity in a way is understood as getting work done faster with accuracy. The pandemic has changed the way people work in Hong Kong and many people are forced to change to a new way of working through work from home. The purpose of this question is to learn how these groups of respondents react and perceive work from home in terms of productivity. 25% of the respondents suggest that they work faster working from home than office and 36.5% of respondents suggest that they prefer working at office as they can get in touch with other colleagues faster for communications and they enjoy teamwork at the same time, another 25% suggest that they do not have a preference where they work as long as they can get the work done, while the remaining 25% suggest that felt more positive working from home. 12 respondents who replied they did not have work from home protocol, 9 respondents out of these 12 replied they also prefer working at the office as they work faster and also can

communicate with colleagues for questions as well as they enjoy teamwork. Only 1 respondent mentioned they prefer working at home as he felt he could get his work done quicker.

Environment at home is a significant factor that affects work from home productivity, that is why answers from respondents are diversified and varied. Some respondents mention that their job nature requires constant communications and feedback from their co-workers on quick decision making. That is why if all colleagues happen to be in the same place the efficiency will enhance the outcome quality and also the pace of getting into the next procedural step of the project they are working on. While some industries such as technology focused like IT based senior management they really need to focus on address technological problems through their company internal software so basically the job nature can be done with technology support remotely; for example, fixing the network problems for the traders so that these traders can continue to bid on the stock market in real time is very crucial. Teaching as well, being a teacher also does not require stationing at the school during work from home period as teaching could be conducted through zoom or online meeting tools. That is why these individuals' answer is no preference as long as he/she can get the work done. Thirdly, some respondents are parents, children also had to conduct zoom schooling at home, and Hong Kong is such a small place, the pricing of the rent and housing is very high, respondents mention that due to lack of space and suitable furniture for everyone, they might not be working at "office" but at coffee shops or areas that allow them to quiet and focused so that their children can study quietly at home as well. As a result, the respondents suggest that
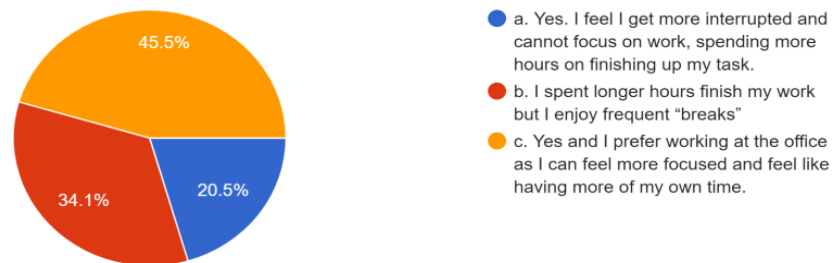
74

productivity really relies on what task they are working on at that moment, because senior roles are now always multi-tasked with many hats and responsibilities. It is difficult to say exactly whether work from home is equivalent to enhanced productivity and efficient work or vice versa.

Looking at the percentage spread allows me to understand that there is going to be increased work task can be done remotely but at the end, an office environment is still going to be the centered location where everyone gathers and get their needs and requests fulfilled, office is a place of union and teamwork and signify unity and belongingness, so working remotely is going to be a norm based on the task but it does not mean it is going to replace working at office as the key place. Respondents suggest they might have the flexibility to do some work outside of office but that will not deny the fact that office working is still the place they choose most because it is where they find their identity. Further research shall be conducted if working from home can replace some job tasks and worth exploring by researchers.

Q4:

Do you get interrupted while working from home ? (Eg your kids suddenly asking for help)
44 responses

- ● a. Yes. I feel I get more interrupted and cannot focus on work, spending more hours on finishing up my task.
- ● b. I spent longer hours finish my work but I enjoy frequent "breaks"
- ● c. Yes and I prefer working at the office as I can feel more focused and feel like having more of my own time.

Rationale and Results: The purpose of this question is to understand whether they get interrupted often during working from home. Would like to counter the question from Q3 related to productivity and understand how the respondent answers. Whether productivity is one thing and getting interrupted is another issue that can coexist. Result suggest that 20.5% of respondents suggest they get interrupted and cannot focus on work, spending more hours on finishing up their tasks, 34.1% (QTY=15)suggest that they spent longer hours finishing up their work but they enjoy these frequent breaks, while the result 45.5% the majority suggest that they prefer working at the office as they can feel more focused and feel like having more of their own time.

Out of the 15 respondents who suggest they indeed spend more hours to complete their tasks, they actually enjoy the break time in between, 14 (93.3%) out of 15 respondents do have Work From Home protocol during the pandemic, only 1 respondent does not have this at their office, but that also implies he/she perceives working from

76

home will take more time to have work completed. And interestingly, 13 (86.7%) out of 15 respondents who answer B will prefer companies to implement hybrid models while the remaining 2 will choose work from home for sure. The reason is because they enjoy the flexibility in arranging their time management, the flexibility allows them to feel less pressure and confined mentally. Respondents are mainly at senior levels that usually need to do numerous calls with their counterparts and colleagues and less on document drafting nature of work which causes difficulty in getting tasks done fluently in one go under a home context. Children actually enjoy staying at home when their parents are around which normally does not happen and they want their parents' attention so they tend to find them on and off to play or to talk. Parents would not want to reject them so will end up getting more interruption, on the other side, some parents would want to spend more time talking to their kids and they get the flexibility to take breaks and do something else they want, like listening to music or taking a short break on their sofa, the environment at home makes them want to relax too so that is why is also another reason to why it takes longer time to finish. However, the majority of the respondents enjoy these breaks and value this flexibility. Within this crowd, some do not have children or are not yet married so for them they might not have such worries. Their personality is also a factor. Some of the respondents are very into their work and they enjoy working at the office for absolute focus and quietness. Personality places a significant factor to this question. Some people enjoy getting interrupted at work and find that such distraction helps them to get work done faster and they enjoy multitasking.

Interruption overall is not healthy when it comes to work focus as it breaks ideas generation and someone affects creativity. Respondents also suggest that people tend to get lazy overtime, who wants to work hard for a living? This type of mindset does pop up from time to time when one is really stressed out. Under an office environment, respondents are forced to dress properly with their attire, make up, showing face to their management their presence or dealing with all sorts of office politics are quite stressful and annoying too. So even if they get interrupted working at home they do not mind as they are free from these intangible pressures that they do not have to deal with at home.

Respondents also suggest that working at an office somewhat is an "escape." Couples tend to argue and have disagreements and seeing too much of each other is also very stressful and not healthy so working at the office is like a de-stress on the other hand and out of all the nagging. Under a business owner's perception reading the data that respondents get interrupted during working from home is not very pleasing and will therefore not consider implementing work from home protocol in the near run. Hong Kong is not a good place to implement work from home because of the congested home environment and coffee places in Hong Kong are also often occupied by students studying and mothers group chatting while waiting for their children off school so therefore implementing work from home is not applicable in the short run in Hong Kong. Respondents said that some of the companies are sponsoring ergonomic chairs at home now in case it is needed and these companies who sponsor are those overseas investment banks with sufficient budget, but usually under Chinese companies operating in Hong

Kong with limited resources respondents suggest they do not have these types of equipment sponsors.

Q5.

Pre- covid, do you often purchase through online channels ?
44 responses
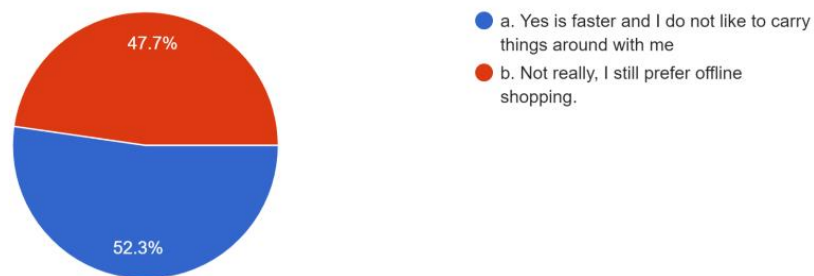
47.7%

52.3%

● a. Yes is faster and I do not like to carry things around with me
● b. Not really, I still prefer offline shopping.

Rationale and Results: The purpose of this question is to understand whether the respondent purchases often through online channels pre-the pandemic times and this is not by perception and is an actual answer reflecting facts. 52.5% (QTY=23) of the respondents prefer to purchase online as it is faster and they do not like to carry things around, while 47.7% (QTY=21) suggest that they prefer offline shopping. Those who prefer buying online because they do not want to carry things around especially groceries, and secondly it is due to convenience in using digital pay.

Out of 23 respondents who purchase more through online pre-the pandemic, 7 of them remain to purchase online due to convenience in using digital pay while 13 respondents reply half and half, depending on how fast the goods can arrive to them and remaining 2 respondents select offline instead.
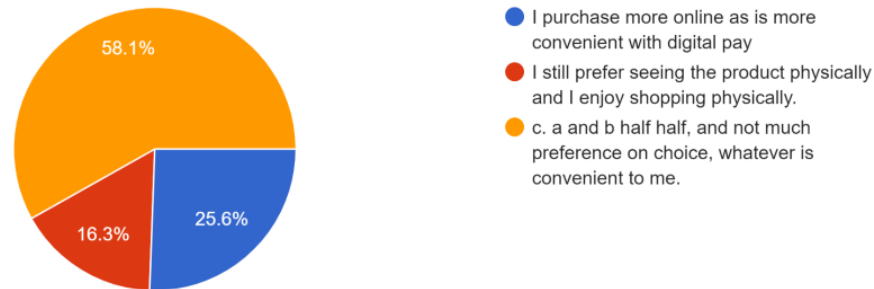
Out of 21 respondents who did more offline shopping before the pandemic, only 5 of them prefer shopping offline as they think it is important to see the goods physically before purchase, while 12 of them select half and half depending on what is convenient to them, and the remaining 6 respondents have switched to online buying. The data reveals an increase in the use of digital pay post the pandemic.

Hong Kong has high car park rate fee and transportation is really convenient here too, most respondents reply that they like to buy groceries online as they really do not like carrying and they buy more groceries more frequently due to household needs thus that is why they tend to purchase online, and since they need to work it is rather hard for them to go to the market to buy. The respondents usually buy from a few dominating digital platforms such as Ztore, HKTV Mall, online supermarket shops, Foodpanda and Deliveroo which are restaurant applications that deliver directly to them for food. And most of these respondents do not cook, that is why they usually order online and deliver directly to them for convenience since there was not much shopping needed during the pandemic. They do not even meet their friends much so why do they need to dress nice and make up, makeup and skin care brands really experience a significant drop in sales during this period of time.

Q6:

Post covid, do you see yourself purchasing more through online channels or less ?
43 responses

- I purchase more online as is more convenient with digital pay
- I still prefer seeing the product physically and I enjoy shopping physically.
- c. a and b half half, and not much preference on choice, whatever is convenient to me.

58.1%

16.3%   25.6%

Results and Rationale: The question is based on perception whether respondents see themselves purchasing more through online channels compared to offline channels during pre-the pandemic time. The 58.1% majority focus on convenience in getting the products, payment methodology is not the key which also means speed in getting the product and shorter payment time is also important. 25.6% prefer online as digital pay is easier while remaining 16.3% choose to pay offline as physical contact in seeing the goods is important to them. This also suggests that a mixture of online to offline or vice versa is key in a business operation model.

Out of 25 respondents who reply a mixture of online and offline depending on how convenient and faster in getting the goods, 15 of them reply solidly that they still prefer offline while 10 of them select online.

Hong Kong is a really small place that has malls accessible almost in distance or minutes. That is why the respondents suggest that there is actually not much need to do

online and the reason they do online is because they order food through applications. Another reason they like to see personally is because for example, when buying fruits and vegetables, the buyers cannot see the item whether it is fresh or not through the digital platform so there is an issue of cleanliness and freshness offline is also better when selecting fresh food items.

And some respondents have already used to purchasing in a few online platforms for necessities due to the pandemic and it has become a practice for them, thus no need to go physically. For example, they will not want to buy an expensive wallet online, they would want to make sure the quality is up to standard with no defect and since is so accessible by transportation there is really no such a need to buy through online unless they know the brand well enough and have sufficient trust and experience with the brand in order to do online transactions.
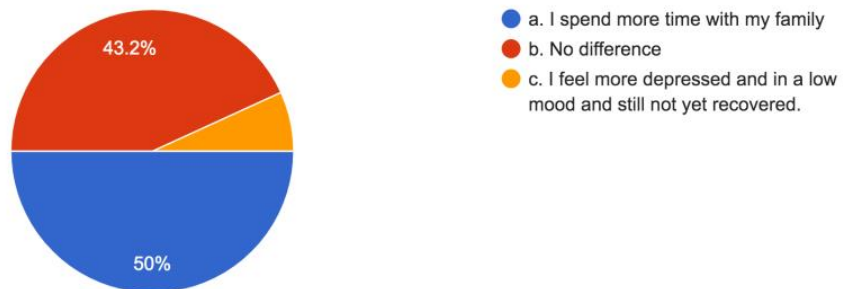
Respondent mention that pre-Pandemic they usually purchase food and grocery items like laundry detergents, shampoo, floor cleaners, dog diapers and pet food online through stable vendors, but fresh food like vegetables, fruits, seafood are still purchased offline because it is cheaper and is very close to their home. Offline necessities can wait but fresh food usually has to be cooked or eaten right away after purchase. A few popular online channels for purchasing dry goods grocery items are HKTVMall, Ztore, Fusion, and Watsons Online are some popular channels that users like to purchase from. Online payment gateways were still not as actively promoted as post pandemic therefore many older generations in the Gen X were still quite skeptical with payment online fear of security issues; and offline buying to them is safe and convenient enough. Most

respondents will continue to do half online and half offline as there is not much need to transfer all shopping digitally. It is fun shopping offline after all and is a leisure and relaxing activity.

Q7.

Do you have this feeling more "life is precious" such feeling post covid?
44 responses

- a. I spend more time with my family
- b. No difference
- c. I feel more depressed and in a low mood and still not yet recovered.

Result and Rationale: The purpose behind this question is on the emotional value and perceptions of how respondents feel after the episodes of the pandemic took place these few years as a looking back and psychological reflection. 43.2% of respondents feel that they do not experience any particular difference pre-the pandemic and post the pandemic about life being more precious. 50% (QTY=22) of the respondents suggested that they indeed spend more family time while the remaining 6.8% (QTY=3) reflects that they feel more depressed and still not yet really recovered from the pandemic episode.

Out of 22 respondents who have more family time, 12 (54.5%) respondents feel disconnected to the outside world during the pandemic emotionally and socially, 10

(45.5%) out of 22 respondents feel better spending more time with friends and colleagues.

Out of 19 respondents who reply no difference to the question, 10 people out of 19 respondents also feel disconnected from the outside world while 9 of them suggest that they do feel better, more time with friends and colleagues. Generally speaking, the majority of the respondents do feel disconnected with the outside world throughout this pandemic period.

The question surrounded the psychological and mindset part on how the pandemic influences. The respondents overall do not really see the relationship to the question how the pandemic is related to "life is precious." However, explaining this question in a macro- societal perspective, could be understood how this feeling can be generated as many people passed away also from this illness. Some respondents react that since many restaurants are forced to close during the pandemic or only accept take away orders and no dining in is allowed, or due to social distancing protocol when the government only allows 2 people in one table, it is very difficult for standard families of 3-4 people to eat out. That means a family has to separate into two placed apart tables for dinner or lunch. With this protocol in place, it might as well cook at home or take out and eat home. Somehow the protocol forced more family gathering and bonding at home too, while on the other hand some respondents their family members are not stationed in Hong Kong or the wife's family lives in Australia or United Kingdom, for these individuals they might experience depressive episodes as they might not be so easily able to meet with their parents overseas. Another factor is some family members might not agree with another

on their views on the chances of contacting the pandemic, for example, his wife might be super scared of contacting the pandemic become overly cautious and wearing gloves and keep spraying sanitizer everywhere, while himself is not worried at all in contacting the pandemic as is not a deadly disease afterall, these conflicts create arguments and lead to depressive feelings too. And also spending too much time crowded in one place at home also leads to low mood, especially some respondents really enjoy flying and traveling and suddenly the pandemic stopped all these leisure activities and they find Hong Kong really boring, so this also leads to sad feelings as well.
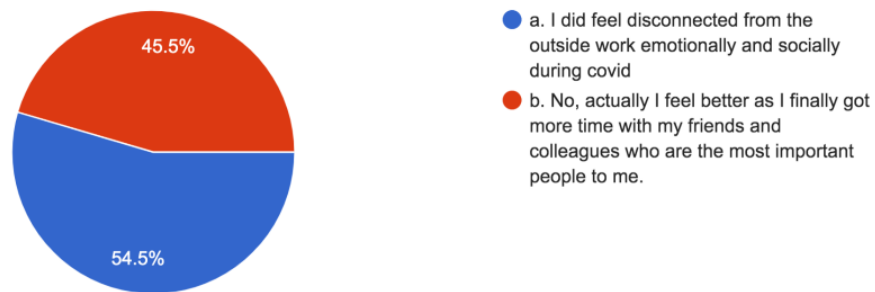
This question is actually very helpful to know how people in Hong Kong feel and treat the pandemic. Many news articles covered Hong Kong on the number of death rates daily and the number of people who got admitted to Penny Bay, the Covid protection center organized by the government. Those news were not happy ones and was the first thing reported daily in the morning. Reading this news was not healthy for the mind and heart. Thus, it was very interesting to know how people see life after going through these few years surrounded by these news types. These 50% of respondents who spent more time with family are also continuing to do so, they have more talks and also get to know their other sponsors and family members more due to restricted traveling . Some respondents who are the wife of someone barely see their husband pre-pandemic and this pandemic naturally created room and time for them to talk more. Definitely, some family members encountered more arguments and disagreements since they got to connect more but that was also an opportunity to learn about each other more and to sustain a family relationship in better ways. Quite a portion of respondents reply no difference as their

85

work really does not require much traveling, more time with families is a positive thing but that does not make life more precious to them. Life is precious after all the way it is and it is always important to treasure good health and family.

Q8.

Do you have feelings of feeling disconnected to the outside world during covid emotionally and socially?
44 responses

● a. I did feel disconnected from the outside work emotionally and socially during covid
● b. No, actually I feel better as I finally got more time with my friends and colleagues who are the most important people to me.

Results and Rationale: This question is also on the social and mindset aspect. The purpose of this question is to understand how respondents feel emotionally and socially and whether they felt disconnected and isolated to the world during the pandemic due to social distancing. 54.5% (QTY=24) suggested that they feel disconnected from the outside world emotionally and socially during the pandemic while the remaining 45.5% (QTY=20) suggested that they felt better as they got more time with friends and people who are important to them.

16 (66.7%) respondents out of 24 who feel disconnected from the outside world also respond that their mindset and lifestyle have changed to become more anxious and cautious since the pandemic. 11(45.8%) out of these 24 respondents are also still having

their mask on even though policy loosened has already been approximately 1 year. Overall results show that people in Hong Kong are still quite cautious in attitude.

Respondents also suggest that for their job nature they require lots of traveling overseas to meet with their clients and suddenly everything stopped and it feels that it does affect the relationship though might not be so. And local news in Hong Kong tend to over exaggerate the severity. For example, the number of people contacting the pandemic went up to ten thousand and the feeling does not feel pleasant at all; somehow the fear and anxious feeling is generated by the news and that creates reluctance to go out to meet anyone.

On the other hand some respondents spent more time at their office as they feel that it is a safe place, as some colleagues are working from home so they go back to office to work since there is much lesser people, they get better focus at work, and sometimes it also forms bonding to some of the colleagues who seldom talk to others interestingly.

Feeling disconnected from the world and emotionally almost each of us experienced at some point during the pandemic and the results show that most respondents experienced this feeling and having this feeling actually trigger some respondents to think about what they want to do in life and whether Hong Kong is a suitable place to live and many of them do not agree how the government handled the border opening, when most of the locations such as Singapore loosened their border control Hong Kong was still struggling on when. And that is why many oversea

investment companies left Hong Kong and reset up their office in Singapore or elsewhere, and many expats left Hong Kong because of all the restrictions from traveling and also social distancing measures in Hong Kong, they were no longer able to perform their main duty as expected, at the end many of these high ranking expat officials left Hong Kong and went back to their own country for good. At the same time, many Hong Kong people whom were very depressed and unhappy with Hong Kong since social unrest in 2019, along with the Pandemic, Hong Kong was no longer a "safe" place to them politically and socially, and many of them left for countries such as the United Kingdom, Australia, Singapore and Canada for good. The emigration trend will continue for a period of time in Hong Kong, most visitors now are from China instead of oversea westerners as told by respondents. The restaurant business owners faced a double digit drop in business revenue and they said it is not going to recover like before anymore.

Q9.

Do you prefer to make purchases online or offline at stores after covid ?
44 responses

- a. Online
- b. Offline

47.7%

52.3%
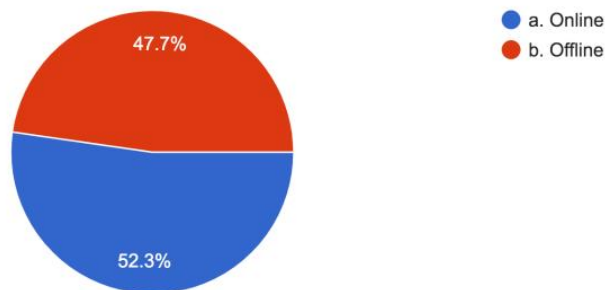
Result and Rationale: The question is on behavioral change on consumption after the pandemic. The purpose of this question echoes somehow the above Q5 and Q6. This question focuses on preference while the Q6 question focuses on the actual situation, which 52.3% (QTY=23) does prefer online while convenience also comes as a priority and it also can be seen that pre-the pandemic and posts the pandemic the purchasing channel seems to be higher through online digital pay more than offline as well. The question was raised again whether they prefer to make purchases online or offline, 2 of the respondents out of 23 select offline. The way questions are framed also can affect how the respondent answers.

The respondents suggest that they like to purchase online because they already have a few platforms they used since the onset of the pandemic and is recommended by friends and for offline, mainly is for non-necessities items where they want to see the item first after searching online for information and identified something they are interested but since they never purchased from the shop they want to go and see personally to ensure they really like the item. And also some of them see shopping as a leisurely relaxing activity and they can go with their friends and families so it is a kind of bonding or family time too. They might also see something new that is never seen online as well.
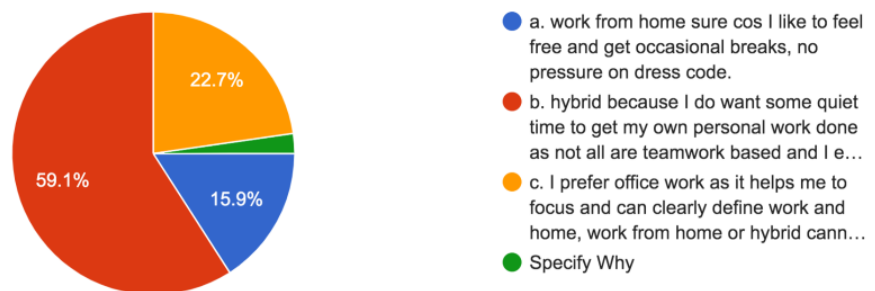
Since the Hong Kong government has done a few rounds of consumption voucher cash giving in Hong Kong over the past few years, many of us have learned new payment gateways online at the same time a lot of vendors in Hong Kong also equipped these digital wallet payment gateways for customers convenience . Therefore, the results

showing more respondents prefer online channels is not too surprising to see. Offline

percentage is still relatively high in Hong Kong because Hong Kong people go out to

consume food and eat out during weekends and off work, especially those professionals

without children, they rather eat out and take away and therefore offline will still place a

significant role in Hong Kong consumption market.

Q10.

If you were given a new job opportunity where you can choose working mode, would you ask for work from home, hybrid, office work ? And why ?

44 responses

- a. work from home sure cos I like to feel free and get occasional breaks, no pressure on dress code.
- b. hybrid because I do want some quiet time to get my own personal work done as not all are teamwork based and I e…
- c. I prefer office work as it helps me to focus and can clearly define work and home, work from home or hybrid cann…
- Specify Why

Result and Rationale: This is a question of workstyle and work mode. The

purpose of this question is to understand if respondents were to be given a new job

opportunity, would they proactively ask to work from home, office and a hybrid mode

and why? 59.1% prefers hybrid as it allows them to have personal time as not all work is

teamwork based. 22.7% suggest they prefer office work as it helps focus and set

boundaries between work and home issues. While 15.9% suggest they will purely select

work from home as he can freely choose their break time and also no pressure on dress

code. The remaining small percentage does not have a clear preference as a job such as

sales work though they require office working hours their main goal is to sales thus, it means they would also need to get out to the field to meet with business partners and as such.

Most respondents suggest that it is really depending on the work task that is given but under the employment contract of course they prefer a flexibility to have a hybrid mode for example they work on Monday, Tuesday at office and the rest of the weekdays can be done at home, and most doing Team A and Team B format. Another reason they like hybrid working mode is because they really value flexibility and it feels less "pressure" if the contract allows such flexibility. They believe they can get the work done as a senior management and so flexibility is appreciated. And for some industries they do not have work from home working mode such as retail, might desire to try as well but they do not have this opportunity, while one of the respondent suggest that even though he is under a senior ranking mode but he is also a brand representative in Hong Kong which the company does not have an office entity in Hong Kong so working from home for him is a certain thing.
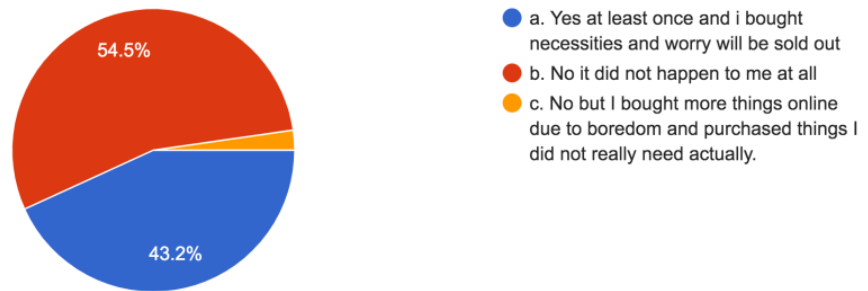
First most respondents are hybrid, then office work and work from home. Each of them selects the mode of work because of self-personal interest that favors their family context and personality most. Most respondents select hybrid because it feels on the middle and have a bit of both remote work and office work and it feels like they have a choice, however respondents also suggest that best is still at office because you can define what works at office and what can be done at home and colleagues make a big part of their friendships and bonding, having good companions at work help with motivations

91

and psychological health. But of course working at home gives free time where basically management will not know whether you are using your time wisely or basically you are working out in the gym, doing non- work items. But some respondents also suggest that there is basically no difference because the work goes by deadline and if colleagues cannot perform or submit by deadline, they will have a penalty anyways and eventually after a few times they get fired. But some respondents do not want to manage that way, they do not agree with "fire and hire" and management indeed should be looking close enough to monitor progress results, not waiting till the deadline to assess progress and quality of the work done. Hybrid work mode is very difficult to control. The best way is actually either work from home fully or office, hybrid is feasible if all actions steps among the team can be pre-assessed and arranged ahead of time but often many items are requested ad hoc, how possible will be able to call a staff immediately for gathering to solve a problem of one is at home, another is at office and the other one is at a coffee shop. The coherency is never going to come fluid and will be disastrous for results management.

Q11.

Did you experience impulsive buying at least once during the pandemic ?
44 responses

- a. Yes at least once and i bought necessities and worry will be sold out
- b. No it did not happen to me at all
- c. No but I bought more things online due to boredom and purchased things I did not really need actually.

54.5%

43.2%

Result and Rationale: The purpose of this question is to understand whether they experienced feelings of panic which leads to impulsive buying during the pandemic. 54.5% did not experience any impulsive buying while 43.2% experienced at least once and bought necessities as feared of out of stocks while the remaining 2.3% bought more things online that they do not really need but out of boredom. Since online purchasing was very convenient through digital pay, purchasing could be done easily as well.

Hong Kong news were talking about people fighting to buy rice and also tissue paper at the very beginning of the pandemic and there was panic buying. Respondents who have panic buying are mainly concerned about food for children at home and the power of the news also triggered them to do so. On the other hand, the respondent suggests that they decide to buy more than needed as there is no harm for stocking more in case of running out of stocks. And also the reason behind is the logistics was basically poorly interrupted as majority of the food stocks are imported from China by truck and

truck drivers were very much exposed to different people and once they got contacted the pandemic they had to report to the government and had to be self-isolated at home for 14 days until is cleared. So most of the respondents purchased out of preparation. If one of their family members got the pandemic then he or she had to stay at home in isolation during the period and purchasing online is also the only solution they could to get their necessities they wanted.

All these panic buying is the main cause is by the news reporting. Respondents They recall there was a period of time the news kept reporting that some domestic supermarkets ran out of rice and people were fighting for tissue paper, after that reporting the next day other shops started running out as well and the supply chain went short because of panic buying. News is the culprit of all this panicking, but Hong Kong is a place where people's mood and happiness is pretty much driven by the angle on how news is presented to the audience. Online and offline media is very powerful in driving comments, social opinions and social actions. And future studies can really run a research on how impactful and to what degree social actions are driven by online noise and media news.

Q12.

Are you still wearing a mask in public and carrying sanitiser   with you? Concerned about hygiene and concern of getting sick.
44 responses
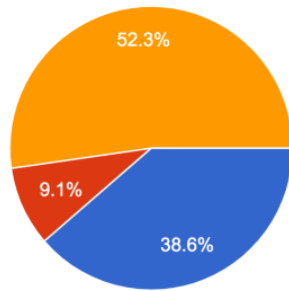
- a. Yes, I am still wearing masks and have a sanitizer with me most of the time. I am used to it and I have an increased concern of hygiene since the onset of Covid and it has become a natural practice.
- b. Yes as I feel my immune system is still not used to not wearing mask
- c. No, it does not bother me as I do not like to have my face covered and it feels pressuring or it bothers me.

Results and Rationale: This question is about behavioral change and mindset as well. The purpose of this question is to understand whether respondents are still lingering with the aftermath from the pandemic and have an increased sense of hygienic protocol. 52.3% of the respondents seem not being affected and resuming normal without wearing masks as it feels pressuring and bothering wearing it. While the remaining 38.6 and 9.1% replied a yes, as they feel that they are still concerned of getting sick and contacting the pandemic and concerned that their immune system has been worsened due to the pandemic and not yet really recovered.

Respondents mention that they have been wearing masks for too long and are affecting their immune system so on the other hand even though they might feel worried about getting flu or sickness they need to be exposed to germs and bacteria in order to build a strong immune system. For the respondents who keep wearing mask is because he or she really does not want to get sick and rather to be safe than sorry, and wearing mask is also very normal now in Hong Kong and so why not protect ourselves especially at

95

office where many people are concentrated in one place or in MTR train transportation during rush hours. The pandemic really changes the way people see sickness, the respondents who are now really do not want to get sick at all and they think that there is no turning back, they are already used to wearing it regardless.
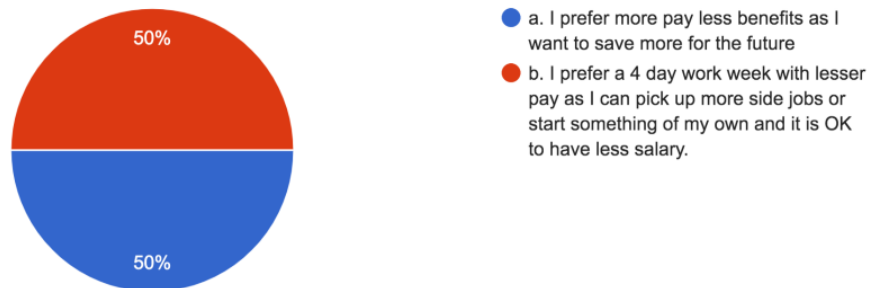
Many people are no longer wearing masks as it is very suffocating to wear masks in the street in Hong Kong with its high humidity weather. However, there is still a substantial percentage of respondents who suggest the need to do so because when you see someone coughing in the train, everyone will look at that person as if he or she has contracted some serious illness, this creates pressure also in crowded areas that wearing a mask is better. Also secondly, in salons and some restaurants service providers basically most of the servers are wearing mask because the restaurant want to give off an impression that they care about their visitors and also they have good hygiene so therefore, wearing masks in public is not only a sign of self-protection but signifying level of hygiene to capture customer's welcoming.

Respondents foresee that in the long run there will not be much difference in the rate of masks wearing dropping, mask providers are much lessened now in the street but are still accessible on most of the shops, that also indicates demand is still there and will not subside in the short run. Flu has gone up seriously with the mask alleviating since months ago however many respondents report stubborn coughing symptoms that are very difficult to cure. It will be interesting if there are studies covering how Covid has led to long term cough in Hong Kong.

Q13.

When you find a job will you choose a job with more pay or with more vacations and benefits and lesser pay ?

44 responses

- a. I prefer more pay less benefits as I want to save more for the future
- b. I prefer a 4 day work week with lesser pay as I can pick up more side jobs or start something of my own and it is OK to have less salary.

Results and Rationale: The purpose of this question is to understand whether the respondents see pay is more important over company benefits and the results very interesting are 50% and 50% respectively. Half of the respondents prefer more pay and less benefits for future saving while the other half would want a 4 day work with lesser pay and would like to experience running a start-up and do other things with varieties.

Those who have been working for many years and with saving and stock markets investment actually do not mind taking a less pay job with more benefits and since all the respondents are actually in senior level, some have been really aggressive in their career and that is why they got to this top management, and some suggest that they really enjoy seeing their bank account accumulating even though they are not a hard core spender, some suggest they need to save more because their children are still young and they are still in the stage that need to save in order to support the children's future education. The

question really depends on the circumstances and life stage and also whether they are married or with family burdens.
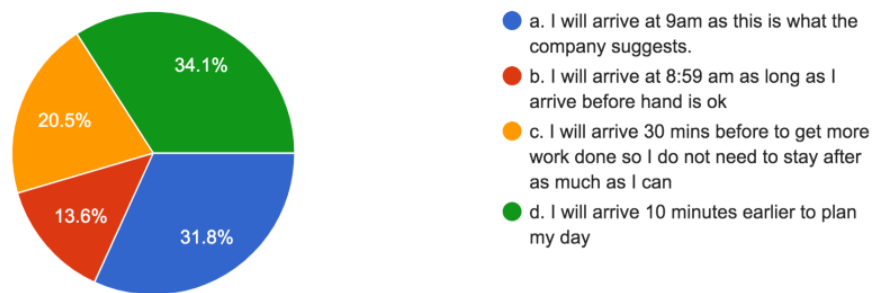
The results are exactly half and half from the respondents. Respondents also suggest that many people gradually now value work life balance and vacations and benefits from the company. Respondents will choose what benefits the company offers and decide to compare which benefit offering is better. Unlike many years ago in Hong Kong, the population was still facing poverty and the beginning of industrialization, many people worked very hard to make a living and to improve their living standard. The mindset and mentality back then and now is very different. Most of the children born these days in Hong Kong now do not have to worry about living and schooling, parents are not in a hurry to have their children start their careers early because they have savings and investments, therefore is it not surprising to see the date is half half. And in the coming days more people will be looking for less pay and more vacations and benefits because of many side businesses that can be done, such as running an online shop, being a virtual assistant, content writer, digital marketer, YouTuber, KOL and influencer. There are many channels, platforms and opportunities that a full time job at an office can't provide. And KOL aims to get many sponsorships as well because brands like to find influencers to get their brand known to their supporters through reels, Instagram posts and stories.. etc and can be done at a lower cost, rather than the traditional way of inviting a celebrity for brand spokesman-ship. Ways of doing marketing have become much diversified and so many freelance and job opportunities are created and in demand as well, which does not require office jobs and 9-5 working hours too. This trend will also

continue in the coming future with more freelance posts available for the younger generations to take up. And hiring a full time job will become very challenging as well. The younger generations nowadays live in an online and virtual world, many of them are into animations, cosplay and gaming, and they are not in a hurry to earn money because of parents' financial support.

Q13.

If your job requires you to work at 9am official hours and up to 6pm what time will you arrive and leave office?
44 responses

- ● a. I will arrive at 9am as this is what the company suggests.
- ● b. I will arrive at 8:59 am as long as I arrive before hand is ok
- ● c. I will arrive 30 mins before to get more work done so I do not need to stay after as much as I can
- ● d. I will arrive 10 minutes earlier to plan my day

Results and Rationale: The rationale behind this question is really to understand how seriously respondents treat contract office hours and in a way the sense of belongingness to the company and also responsibilities of their own job. Majority is 34.1% which shows that they will arrive 10 minutes earlier to plan for their day while the second largest percentage is 31.8% which suggest they will follow the company protocol and will arrive at 9am sharp, while 20.5% suggest they will arrive 30 minutes earlier to get more work done and hope to leave earlier from work or less overtime and 14.5% will arrive at 8:59 am as long as they arrive before 9am.

This question is very much out of a psychological aspect on how the respondents view working hours and how much this matters to them. They answer at 9am because it is written in the contract and they just follow the working hours as suggested but it also depends on whether it is requested to work earlier for certain projects, if so they will arrive earlier. While some respondents suggest that they want to avoid rush hours of squeezing into the escalator together they will choose to arrive earlier to avoid. While some respondents will want some quiet time to ensure they are clear on what they need to complete because they do not want to stay longer at the office. They enjoy getting off early and have more free time to do what they want after work.

Actually, it is quite interesting to learn the respondents' answers. Those respondents who actually answer working at exactly 9 am do not very much enjoy working at an office job that is why they reply working on time but also mean getting off promptly off work. They value stability and static job scope that is within their control. On a day to day work, content of work is foreseeable with not much surprising ad hoc issues. Whereas those who reply reporting earlier at office are those who are hunters and with more aggressive personality usually in business development and sales role or founders who start their own business. It will be interesting if running a more comprehensive analysis on the personality traits of those who tend to arrive early and those who do are on time on and off workers.

Q14:

Do you think it is possible you can earn money without working longer hours and more effort?
44 responses
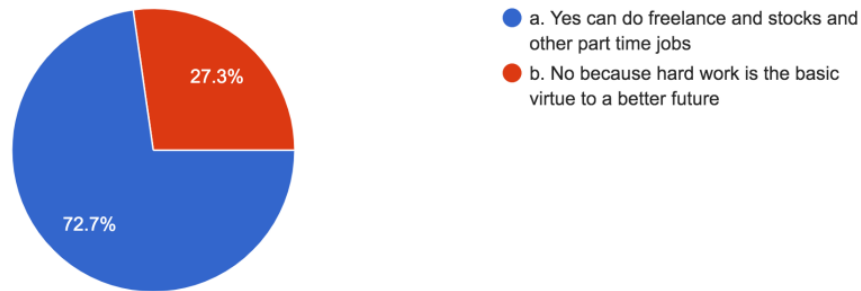
Results and Rationale: This is a question of mindset. The purpose of this question is to understand the mindset of the respondents whether they can earn money without long hours and putting less effort in one job. Over 50%, 72.7% suggest that it is possible as they will play stocks and other part time jobs/ freelance, while 27.3% suggest that working hard is a virtue for a better future with better career prospects, which also implies that respondents might not prefer to stick with one career job only as is not sufficient for more pay.

The question is not very much related to pre and post pandemic but it is a matter of the mindset and personality of the respondents under their generation. Respondents actually enjoy doing freelance and part time and most of them do play stock markets for passive financial income. Some of them are doing it for interest apart from their main occupation as a side hobby while they can earn money at the same time. Chinese companies' management value hard work as a basic virtue or requirement from their employees. Thus, most of the respondents who reply yes are in revenue generating roles

and the idea of "No pain, no gain," and "there is no free lunch" is their underlying belief too. The more you do the more chances you can earn more. Some of them also came from less fortunate background families where they worked very hard to get to where they are at now thus they see that hard work is really key to financial success.

Most younger generations who are in their 20s and early 30s reply that they really do not think a full time job can help make a fortune no matter how hard they do and that is why many working class employees will not put extra effort in their job role. They do not see any future unless running their own business or investing in stocks or properties. On the other hand, those respondents who are hard working on a full time job aim for stable savings so that they could pay for their first installment for property investment or for future leisure travel. Traditional Hong Kong people who are in their 35s and plus believe that hard work is a virtue. They adopted from their parents and went through a period of time witnessing their parents working very hard with sweat in earning money for the family and to provide a better living. These age groups of people have such a belief built strongly in their heart and thus they have a solid belief that no pain no pain. Thus, it is quite obvious that different generations now experience a totally different pattern of ways of earning for a living, values in life are also diversified especially after Covid, where remote work so definitely made feasible for earnings.

Q15.

Would you prefer working full time with more flexible hours and arrangement?
44 responses
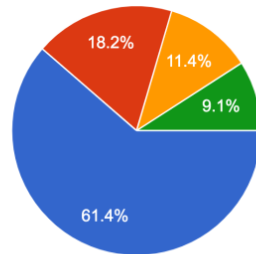
- a. I prefer working in a flexible hours at office and I can go in and out anytime I want as long as I get the work done
- b. I prefer working at home as I have full control over when I do the work and I can take a nap sometimes, as long as…
- c. I like to get the work done as early as possible and an office environment wil…
- d. No, I will not want a full time job at the office at all as I cannot stand 9-6pm w…

Results and Rationale: The purpose of this question is to understand the mindset whether respondents prefer working full time with more flexible hours and arrangement. 61.4% of the respondents suggest flexible hours is preferred and more task oriented instead of focusing on the contract hours whether they have to stay within a certain time frame. 18.2% mentioned they prefer working from home with full control and would like to have naps, while 11.4% mentioned that want to get work done at an office environment as it will help them focus and work faster while the remaining 9.1% is an absolute no as they cannot accept a 9-6 office hour arrangement. Would like to explore further on the 9.1% and why office hours are not acceptable in the discussion area.

The key word in this question is "flexibility" and respondents like this word actually, because flexibility to them means that they can arrange the time according to their preference while completing the task on time is a requirement anyways by default. Thus to optimize their happiness they really hope there is flexibility which gives them choices to work around their time table too. Some respondents prefer working from

103

home because they really have obligations and they have family members they rather to spend more time to take care at home so if there is a choice they prefers so, while some respondents value office context as the environment itself is designed for work so it helps them to focus and also there are other items such as printers, scanners that they can use, especially lawyers need to print a lot of confidential documents that they need to study or print out for record, that is why an office environment will help facilitate these workflow.
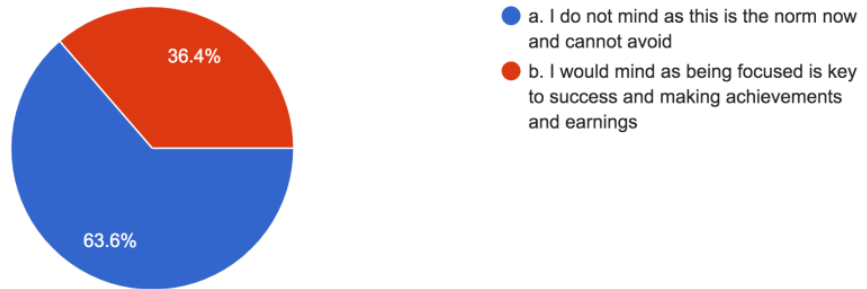
Working at an office with flexible hours is the most selected option because it gives freedom at the same time coherency at the office, and also to retain a sense of belongingness that is essential for personal growth. However, the percentage who select work from home or other options are also significant enough to let business owners know the importance of work life balance.

It is interesting for future research to discover how team managers will structure hybrid models if invited to do so as increasing awareness on work life balance is going to be increased and will not be lessened. It could be a well worth practice and study before real implantations

Q16.

If you were a business owner would you accept your colleagues to run a side business?
44 responses

● a. I do not mind as this is the norm now and cannot avoid
● b. I would mind as being focused is key to success and making achievements and earnings

36.4%

63.6%

Results and Rationale: This is a question on mindset. The purpose of this question is to understand under a business owner perspective whether they accept their staff to run side business apart from their main job. 63.6% suggest it is not avoidable and cannot be controlled, thus they do not mind while the remaining 36.4% absolutely will not accept as they demand special focus on their candidate's pool.

By default, a business owner would desire full focus from their employees so they can maximize company earnings. However, respondents also suggest that if hiring someone smart and aggressive it is unavoidable that will happen and they actually can govern them by deadlines and outcome management wants to see and if they cannot do, they will just terminate, the concept they are running is "fire and hire." On the other hand, those who select they cannot accept their colleagues are doing freelance as they do not want them to use office hours to do other non-work items which is not maximizing company's benefits and earnings so if they figure out that the employees are taking up other part time or freelance job the respondents suggest that they will terminate the
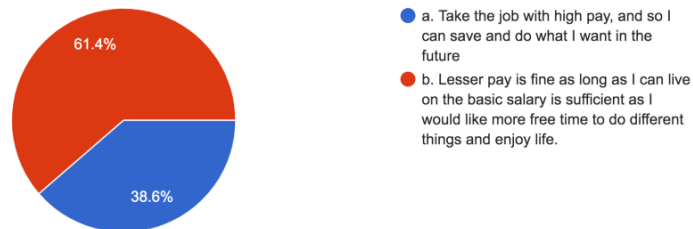
contract and hire someone else who can focus on their job scopes. It is really a matter of trust and confidence.

Anyone with a smartphone can run business remotely, so definitely side business is not avoidable. Those respondents who cannot accept are traditionally Chinese managers in the older generations as well as those who are not confident in their leadership and skill set and thus, they need to rely on the others' skill set to complete the business mission and goal. The result is good for managers to know how they should redefine the goals and objectives for the colleagues to follow and achieve. The goal must be SMART otherwise managers will really have difficulties to monitor quality of the results and standards.

Q17.

If your job requests you to work 6 days a week but with high pay will you take the job or will you select a job with fewer days and lower pay ?
44 responses

- a. Take the job with high pay, and so I can save and do what I want in the future
- b. Lesser pay is fine as long as I can live on the basic salary is sufficient as I would like more free time to do different things and enjoy life.

61.4%

38.6%

Results and Rationale: The purpose of this question is to understand whether 6 working days per week which was the traditional norm in Hong Kong are still being accepted. 61.4% suggest that they will prefer lesser pay and rather work on less working

106

days, work life balance as an implication on this question is key to these respondents. While 38.6 of the respondents will opt for more working hours and more pay.

Respondents also share the fact that there are too many things to explore in the world rather than money and the lifestyle they looking for is stability and not a very luxurious lifestyle; and these respondents background are also senior enough with a stable and decent income, which they have the flexibility to not consider a 6 days job with higher pay than otherwise. However, for younger respondents who are still at their energetic age, they think that if a higher pay is given that means the job is also with better future opportunities and why not give it a try as it might bring the career progress to a more advanced level and some suggest that they will look at whether the job is interesting to them first before deciding actually whether they will choose the higher pay one or lesser pay with more benefits one. Job satisfaction is also a very important factor other than financial income.

The traditional 5.6 or 6 working days work week is no longer a norm and not welcomed by most respondents. Managers need to consider looking into fine tuning working hours or working days to be able to hire and recruit quality candidates. Respondents treasure work life balance since Covid. They rather spend more time doing things they like than putting all the hours at the office working as an employee only. Management might also consider to understand more in depth what their employees want to do out of an office context and what they appreciate life apart from work that can be included in some staff programs for talent retaining management.

Q18.

Do you enjoy working with a team or prefer alone ?
44 responses

a. Team
b. Alone

72.7%

27.3%
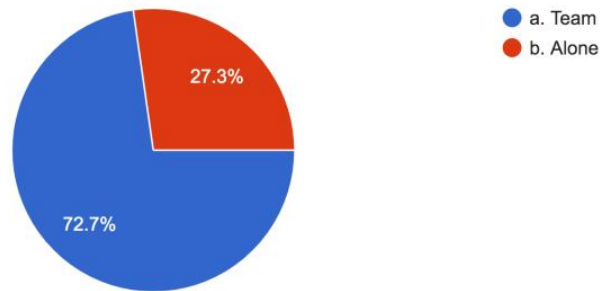
Results and Rationale: This question is about mindset. The purpose of this question is to understand whether the respondent enjoys working under a team context or prefers working alone and 72.7% (QTY=31) of the respondents prefer working as a team while the remaining 27.3% (QTY=13) prefer working alone. The analysis behind teamwork is the dominance echo the Chinese traditional value of harmony and family. Hong Kong is a place where emphasize on the virtue "collectivism," as well as relationship *Guanxi*; thus, the answer also reflects the cultural value as well. Those who answer preference to work alone also reflect that the task might require focus and could be done alone too and after all is still a matter of preference and the answer is rather subjective.
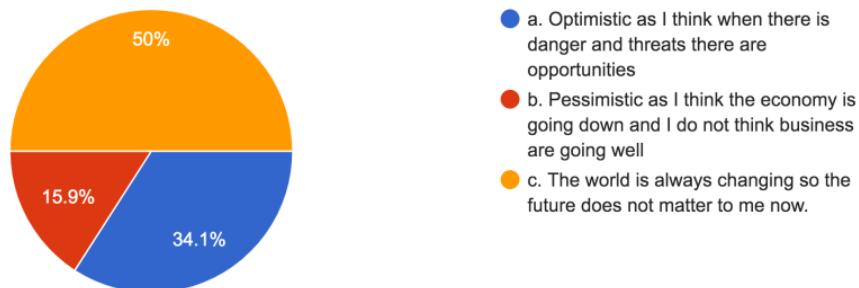
Teamwork is much more preferred because respondents suggest that at their senior working level, it is important to work as a team and to drive discussions and feedback from their co-workers instead of working alone. And the execution work is mainly done by the subordinates that also indicate that teamwork is required under their

working level. For example some of the respondent industry is in entertainment script writing post which really needs to work alone to get ideas generated for their work and teamwork is not very much a requirement in their scope, and for some lawyers post which their work results are very much depending on their analysis and presentation to the client also the job nature itself does not rely on teamwork performance.

Another reason why respondents prefer working in teams as they do not have to bear responsibilities and consequences alone if results are not good, and working as a team also is a process of knowledge transfer as well as getting things done faster than working alone.

Q19.

Do you feel optimistic about your future post covid?
44 responses

- a. Optimistic as I think when there is danger and threats there are opportunities
- b. Pessimistic as I think the economy is going down and I do not think business are going well
- c. The world is always changing so the future does not matter to me now.

Results and Rationale: This is a question of worldview and attitude. The purpose of this question is to understand the mindset and positivity of whether the respondent is optimistic about the future after the pandemic has taken place. 50% of the respondents think that the world is always changing so the future does not matter at the moment to

him/her which is on a neutral route. 34.1% suggest that they are fully optimistic and believe that when there are danger and threats there are always opportunities. By looking at their respondent's background and industry they are mainly business owners or in business development roles which requires a mindset of attitude that focuses on finding sales opportunities, and business owners do require a rather risk taking mindset; optimism is one aspect that is needed when one's business is not running positive, and in need to find ways and solutions to turn things around. The remaining 15.9% (QTY=7) suggest that they are quite pessimistic as they do not think the economy and business is not going well, and 4 out of these 7 respondents answer that Hong Kong people are less happier since the board opened. Thus, their perception towards life is rather cautious and anxious.

Respondents who reply that they are not optimistic are actually in the investment banking industry where there is a substantial layoff happening within their company and there are much lesser merge and acquisitions projects happening. And also stock markets are fluctuating and also there are wars happening in Europe, all these macro events affect their view. While for those respondents who are actually confident are mainly focusing on their local business, they really see that if there are more competitors, which mean threats, it is also an opportunity that new ideas or new products are needed and to them it is an opportunity.

On the other hand, these respondents are mainly senior ranking officials who see the world in a fair view that life is indeed changing, especially Covid pandemic comes

unprepared for all of us. This answer is also a reflection of how the majority of the respondents' mood in Hong Kong are not so depressed overall post pandemic.

Q20.

Have you equipped a Sit-Stand Desk and Ergonomic chair during Covid due to work from home and did your company sponsor you if so?
44 responses

- a. Yes I got a standing desk and ergonomic chair due to work from home and the company sponsored me.
- b. No I did not work from home so did not equip
- c. Yes I got standing desk and ergonomic chair but I paid on my own,
- d. I got a standing desk Pre-covid age.

Results and Rationale: The purpose of this question is to understand the ergonomic working health during work from home period and whether they were equipped with suitable desk and chairs and 75% suggested they did not work from home so they did not equip these items. 11.4% respectively suggest that they did get a standing desk with a company sponsor while the other 11.4% suggest that they paid for one, while the remaining percentage suggest they already got one pre-the pandemic which compiles of a very small percentage. Thus, the majority of the respondents are still not equipped with the use of standing desks. More discussion shall be provided in the later section.

Some respondents still do not see the need to equip a standing desk because they really do not feel there is an urgency to get one, or they do not encounter any specific pain to drive them to get one, while some others do see the need but they think is still

111

quite expensive and for some respondents they think work from home will not last long so why need to equip one and replace their existing one and some have nice designer tables so they do not want to change it as well.

The results also signify that more education and marketing work has to be done to increase posture awareness. Standing desks are still rather new in Hong Kong compared to Europe. Many studies have conducted that sitting is damaging to health and can lead to obesity, cancer and diabetes. Government can consider running a research in Hong Kong on understanding what the rate of sitting in office is and how it is damaging to health. A campaign is needed to draw awareness so that there is less employee sickness and sick leave. Further research studies can be conducted to validate how important office working health is to working professionals in Hong Kong

Q21.

Will you consider getting a standing desk at home?
44 responses

● a. Yes I think is healthy to use standing desk for better posture
● b. No. I do not see the need.
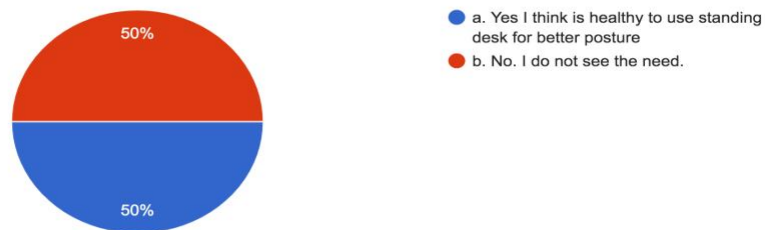
Result and Rationale: The purpose of this question is to understand the perception on standing desks about their health and posture. Results showed that 50% of the respondents do see the need while the remaining 50% will not get one for their home and they do not think there is a need. Those who do not see the importance of standing desk

112

as they are not currently using one or have not encountered the benefit of one, another reason is because respondents are mainly engaged in sales oriented nature that requires field work and less timing spent at the office; thus they might not see the need of needing one at their current stage.

The pandemic has driven more people to exercise more and eat healthier and some respondents actually started running since the pandemic. However, standing desks are related to posture health and the respondents suggest that they still do not really see there is an absolute urgency to get one. A lot of education work is still needed among the community in Hong Kong to raise that awareness and indeed really need government support too.

The results also indicate that much more awareness work has to be done in Hong Kong to let people know how important posture health is to the body. And further research can be conducted to uncover the reason why standing desks are not yet well accepted in Hong Kong.

Q22.

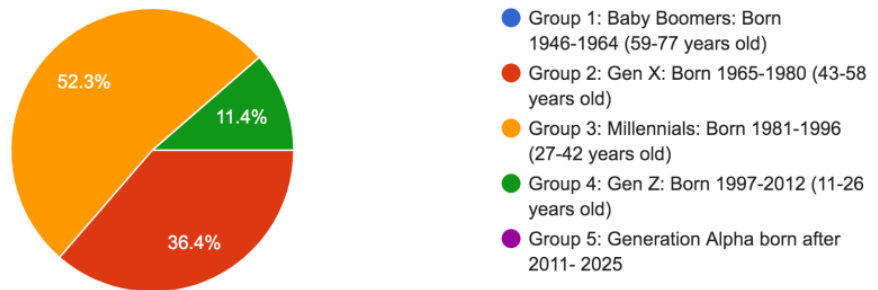Can you tell me what industry you in?
44 responses
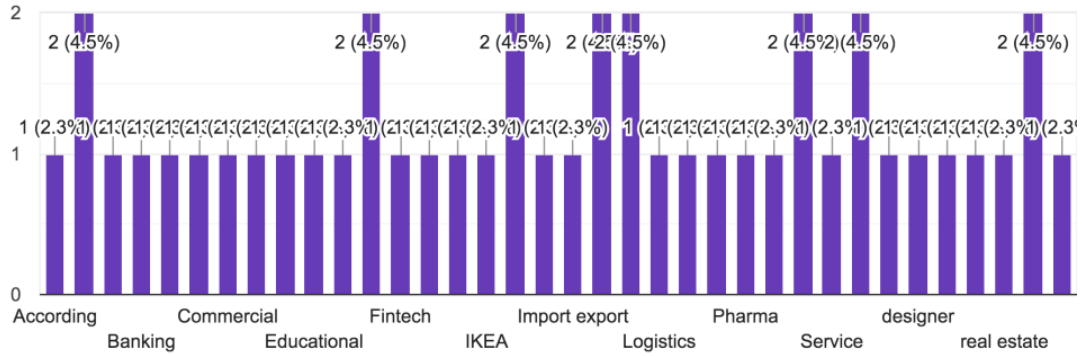
Results and Rationale: The purpose of the question is to let readers know what scope of respondents worked with under the research scope and majority of the respondents do not overlap in job industries. This is to let the reader and audience know that the scope is quite diversified and not focused in one single industry.

The results show an even representation of the industries respondents represent.

Q23.

What generations are you under?
44 responses

- Group 1: Baby Boomers: Born 1946-1964 (59-77 years old)
- Group 2: Gen X: Born 1965-1980 (43-58 years old)
- Group 3: Millennials: Born 1981-1996 (27-42 years old)
- Group 4: Gen Z: Born 1997-2012 (11-26 years old)
- Group 5: Generation Alpha born after 2011- 2025

52.3%
36.4%
11.4%

114

Results and Rationale: The purpose of this survey is to understand what

generations they are under among the respondents list. Apparently the results show that

the majority 52.3% is under Group 3 the Millennials while 36.4% is under Group 2 Gen

X and the remaining respondents which is 11.4% are under Group 4 the Gen Z.

Limitations on this part is also that none of the respondents from Group 1 the Baby

Boomer completed the interview questions. Most professionals who are senior rankings

now are the Millennials while those who are Gen X and Baby Boomers are towards the

retiring path.

Q24.

Do you eat out more or less now compared to pre-covid?
44 responses
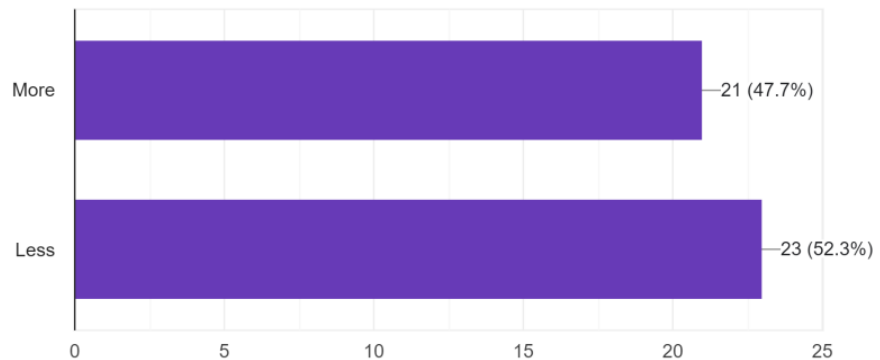
Results and Rationale: The question is to ask whether the respondents spent more

time since the pandemic opened or less than before as social distancing protocol in Hong

Kong took almost 2 years. The purpose is to know whether the rate in eating out could be

resumed back to pre-the pandemic age and over 50% of the respondents reply less, the

figure reveals that people have been accustomed to eating out less over the pandemic stage and lifestyle changed as well.

Out of 21 individuals who reply eat out more compared to pre-the pandemic stage, maybe it is a revenge behavior to compensate for the period of social distancing, 12 of them also reply that they exercise more too, which is over a rate of 50%.

Respondents who suggest they eat out less are really because habit has changed. The body has also changed after contracting the pandemic and easily got tired and needed more rest. The pandemic has indirectly encouraged some respondents to cook more at home and eat healthily and they realized that their overall living style improved thus they maintain the way they live their lifestyle even after the pandemic. Another reason is because they traveled more since the borders. For those who eat more because they really have been staying too much at home in the past few years, they also need to do more networking with other business partners and meet new people to maintain relationships thus they eat out more for work related events.

Q25.

Did your company provide any support on ergonomic furniture during work from home?
44 responses
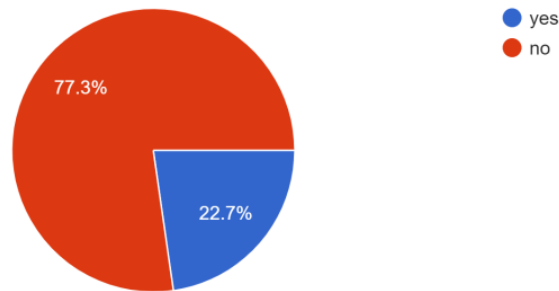
Results and Rationale: Over the pandemic stage, quite a number of employees purchased standing desks and ergonomic chairs as some companies such as HSBC and Goldman Sachs sponsor their employees ergonomic furniture under a specified budget for each person. The purpose of the question is to have a basic idea what percentage range of the respondents have this benefit from their company. The results reveal that only 22.7% have this program while the remaining 77.3% (QTY=34) does not have any company sponsor. And actually 27 (79.4%) respondents out of 34 of them do not have work from home protocol at home at the same time and that is also the reason why they did not have company sponsor. The remaining 7 respondents, 2 of them said they have a standing desk and company sponsored, very likely the desk was sponsored by their spouse' company. 4 of them purchased by themselves during the pandemic times though their company did not implement work from home protocol however they still equipped one; and remaining 1 person purchased his/her ergonomic furniture pre-the pandemic age.

Respondents suggest that companies do not think work from home will last long and will not want to spend the budget on supporting their workers for these resources. On another hand, companies were also facing financial difficulties as sales had dropped a lot and did not have extra budget to sponsor these equipment. Thirdly, companies do not see the importance of better health is related to standing desks and ergonomic equipment and would rather spend on technological tools and software support.

Q26.

Do you feel disturbed working at home when family members are around?
44 responses
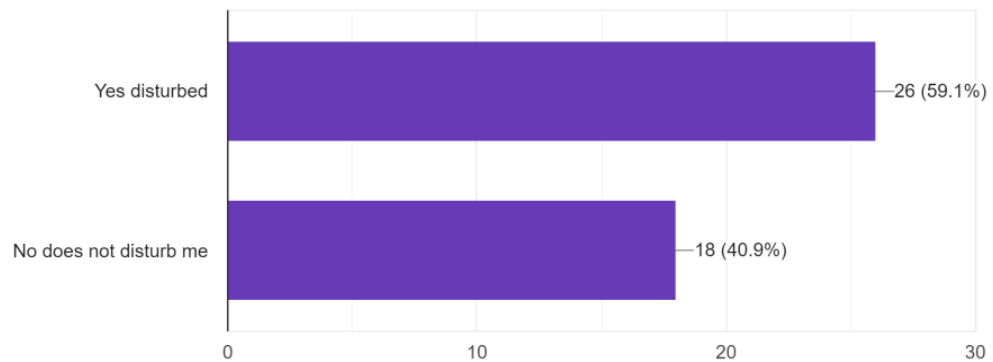
Results and Rationale: The purpose of this question is to understand whether work from home creates disturbance and interruption. 59.1% (QTY=26) respondents suggest feeling disturbed when working at home, and 19 of them actually have work from home protocol while remaining 7 respondents do not have; thus that also means the 7 respondents who do not have work from home protocol experienced disturbance as well when they had to work at home occasionally.

12 out of 18 respondents who did not feel disturbed have work from home protocol while the remaining 6 respondents did not have work from home protocol. Thus, the results reveal that disturbance somewhat cannot be avoided especially under a family context where children also had zoom schooling also.

Respondents reinforce the fact that Hong Kong property space is too small and when children are at home there with a working wife, there are many difficulties to focus and work without interruptions. This is also helpful for managers to know that tje working professionals of the e to work remotely might need other locations support in order to execute properly.

Q27.

Did your friends migrate to other locations during Covid?
44 responses
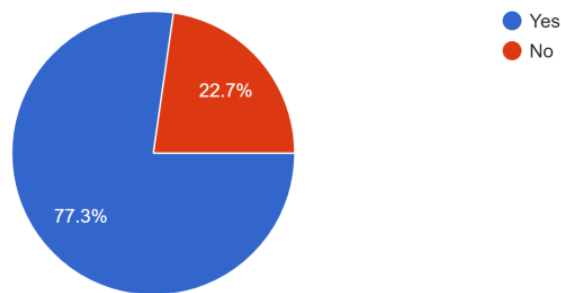
Results and Rationale: The purpose of the question is to learn whether it is true that there is a trend where people migrate overseas such as the United Kingdom and Canada. 77.3% (QTY=34)of the respondents revealed that their friends have migrated to

other locations during the pandemic while the remaining 22.7% (QTY=10) did not have friends migrating to other locations.

30 respondents out of 34 of them respond that they foresee they will be staying in Hong Kong in the next 5 years while remaining 4 of them do not see themselves living in Hong Kong in the coming period.

Many expats and the middle working class started leaving Hong Kong after the social unrest, with Covid coming along these few years, many professionals did not see the future here and job opportunities also shrunk a lot. They would rather migrate to other locations, start fresh and have their children receive overseas education.

Q28.

Do you find the turnover rate higher since the onset of Covid ?
44 responses

|	
Yes	30 (68.2%)
No	13 (29.5%)
About the same	1 (2.3%)
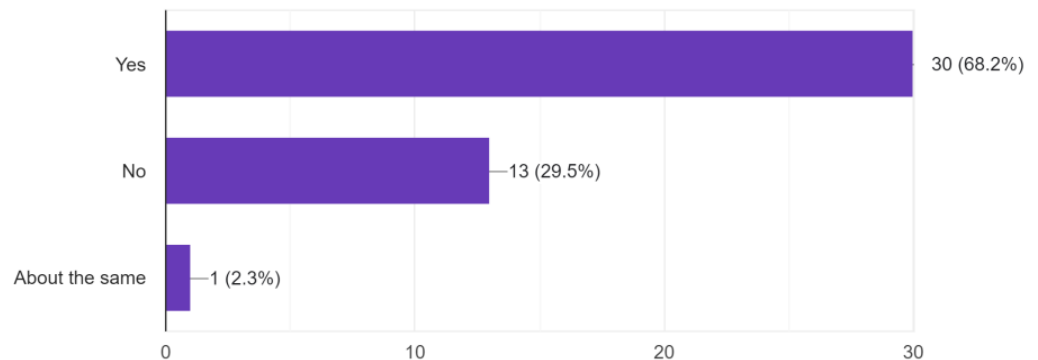
Results and Rationale: Purpose of this question is to understand whether the perception on laying off talents has increased since the onset of the pandemic and the research reveals that 30 respondents suggest yes while 13 of them said no, and remaining

1 reply the same. At the same time, responses from another question about difficulty in hiring talents show that 84.1% (QTY=37) of respondents reply to difficulty in hiring good candidates. And 65.9% (QTY=29) respondents agree with the statement that younger generations prefer taking up part time jobs over full time ones. Overall, hiring good candidates who are energetic at a younger generation age, Millennials and younger, become a challenge now as they enjoy taking up flexible hours job nature while there is a substantial pool of jobs still requiring a full time role to take up.

As many professionals leave Hong Kong and younger generations are not willing to take up full time jobs, it is not surprising to see that the turnover has increased. Companies must focus more on upgrading their staff knowledge by providing due their skill set and internal training to the existing staff to retain talents to minimize turnover rates.

Q30.

Do you find there is a need to purchase online since Hong Kong is such a convenient place?
44 responses

- I like online
- offline is ok is convenient enough

54.5%

45.5%
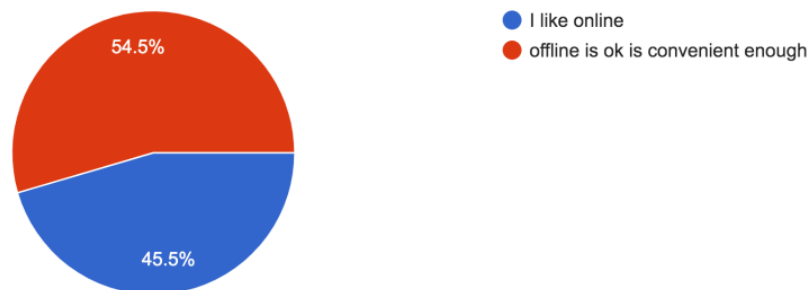
Results and Rationale: The purpose of this question is to understand whether respondents will select to purchase online since online is more convenient thus the

question is to know even though Hong Kong is a convenient place to live, will they still prefer to shop online or offline. The answer suggested that 54.5% of the respondents choose offline as Hong Kong is very accessible to many shopping malls and supermarkets. While 45.5% of the respondents choose online shopping as perhaps not all items can be purchased in Hong Kong especially some specialties or specific brands not localized in Hong Kong yet or decision to purchase online is due to pricing. Hong Kong is a convenient place to purchase offline but at the same time a high percentage shows that online purchase is highly preferred. Most of the respondents suggest they are too busy to go to the supermarket to buy groceries these days and since online supermarket platforms are quite mature and safe now they do not mind getting groceries online which constitute most of the spending per month.

4.2 Survey questionnaire section (total respondents 130 individuals)
Summary of Results in Descriptive Table:

Participants are all borne locally in Hong Kong and with Chinese senior top management.

Approximately 20% of these companies are from international companies however with top

management also Chinese nationalities as well.

What generations are you under? (Total N = 130)	Number of participants and percentage	Industry Covered
Group 1: Baby Boomers: Born 1946-1964 (59-77 years old)	**N=7 (5.4%)**	**Constructions, Finance, Garment industry, R&D electronic products, Clubhouse Consultant, Media, Medical**
Group 2: Gen X: Born 1965-1980 (43-58 years old)	**N=44 (33.8%)**	**Teaching, Manufacturing, Insurance, Entertainment and Education, Cigar Trading, Music, Insurance, NGO, Banking Technology, Interior Constructions, Financial, Law, Trading (Import & Export), Health products, IT, Photography, Market Research, Event Tech, Interior Design, Design and Build, Hospitality, Travel, Business Service**
Group 3: Millennials: Born 1981-1996 (27-42 years old)	**N=78 (60%)**	**Ergonomic, Architecture and Education, Investment and Finance, IT, Media, Retail, Headhunt, Legal, Banking, Marketing and Retail Management, Logistic and Transport, Pet Product, Accounting, Wealth Management, eCommerce, Golf, EdTech, Luxury Retail, Sports and Fitness, Optical, Chinese Medicine Practitioner, Mental Health, Government**
Group 4: Gen Z: Born 1997-2012 (11-26 years old)	**N=1 (0.8%)**	**Sports**

Table 3 Participants industry background on Survey respondents

Descriptive Statistics on the Complete Survey						
				Bootstrap[a]		
					95% Confidence Interval	
		Statistic	Std. Error	Bias	Std. Error	Lower	Upper
Generations you under, Group 1-4 Group 1: Baby boomers Group 2: Gen X Group 3: Millennials Group 4: Gen Z	N	130		0	0	130	130
	Minimum	1					
	Maximum	4					
	Mean	2.56		.00	.05	2.45	2.65
	Std. Deviation	.610		-.006	.036	.527	.673
	Variance	.372		-.006	.044	.278	.453
	Skewness	-.863	.212	.023	.225	-1.225	-.332
Mask On Post Pandemic Age (No=0; Yes=1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.25		.00	.04	.19	.32
	Std. Deviation	.437		-.002	.021	.391	.469
	Variance	.191		-.002	.018	.153	.220
	Skewness	1.144	.212	.019	.226	.766	1.625

		Statistic	Std. Error	Bias	Std. Error	Lower	Upper
Safer with Mask (Safer=0, does not matter =1, is a habit =3, safer + habit = 4)	N	130		0	0	130	130
	Minimum	0					
	Maximum	4					
	Mean	.80		-.01	.08	.61	.95
	Std. Deviation	.927		-.021	.108	.667	1.109
	Variance	.859		-.027	.192	.444	1.230
	Skewness	2.013	.212	-.019	.159	1.695	2.252
Optimistic on the economy 2025 onwards (No=0, yes=1, others =3)	N	130		0	0	130	130
	Minimum	0					
	Maximum	3					
	Mean	.79		.00	.06	.68	.91
	Std. Deviation	.701		-.005	.066	.560	.830
	Variance	.491		-.003	.093	.314	.689
	Skewness	1.272	.212	-.064	.152	.786	1.345
Work with Millennials is it easier with more effort? (More patience =1, Same like everyone = 0)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.70		.00	.04	.62	.79
	Std. Deviation	.460		-.004	.018	.412	.487

	Variance	.212		-.003	.017	.170	.237
	Skewness	-.883	.212	-.035	.217	-1.409	-.500
4 day work week? (become lazier = 0, more effective = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.72		.00	.04	.65	.80
	Std. Deviation	.449		-.003	.021	.405	.478
	Variance	.202		-.003	.018	.164	.228
	Skewness	-1.009	.212	-.028	.233	-1.483	-.654
Prefer shopping online or offline (online =0, offline - 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.28		.00	.04	.21	.37
	Std. Deviation	.453		-.001	.019	.409	.484
	Variance	.205		-.001	.017	.167	.234
	Skewness	.966	.212	.005	.218	.559	1.441
Is using Standing desk healthier for work? (Yes = 0, No =1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					

	Mean	.15		.00	.03	.09	.21
	Std. Deviation	.362		-.002	.030	.291	.407
	Variance	.131		-.001	.021	.084	.166
	Skewness	1.941	.212	.043	.355	1.458	2.850
Continue living in HK in the next 5 years? (yes=0 , no = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.14		.00	.03	.09	.20
	Std. Deviation	.347		-.002	.030	.291	.402
	Variance	.120		-.001	.021	.084	.161
	Skewness	2.118	.212	.042	.358	1.518	2.850
Is HK a stressful place ? (yes=0, No=1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.28		.00	.04	.19	.36
	Std. Deviation	.449		-.003	.021	.396	.482
	Variance	.202		-.002	.019	.157	.232
	Skewness	1.009	.212	.019	.242	.594	1.580
	N	130		0	0	130	130

		Statistic	Std. Error				
During the pandemic, more distant with friends or closer ? (Distant = 0, Closer = 1)	Minimum	0					
	Maximum	1					
	Mean	.33		.00	.04	.25	.42
	Std. Deviation	.472		-.002	.016	.434	.495
	Variance	.223		-.002	.015	.188	.245
	Skewness	.728	.212	.015	.211	.335	1.178
Did Covid change your mindset / lifestyle? (Calm = 0, Anxious = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.63		.00	.04	.53	.71
	Std. Deviation	.484		-.003	.011	.457	.501
	Variance	.235		-.003	.011	.208	.251
	Skewness	-.548	.212	-.022	.192	-.924	-.125
Post Pandemic, when the Border opens, are HK people happier? (Less = 0, Happier = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.71		.00	.04	.61	.77
	Std. Deviation	.457		.000	.018	.419	.489
	Variance	.208		.000	.016	.176	.239

	Skewness	-.924	.212	.011	.214	-1.330	-.467
Have you Exercised more since the pandemic? (More=1, Less = 0)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.58		.00	.04	.49	.66
	Std. Deviation	.495		-.002	.008	.475	.502
	Variance	.245		-.002	.008	.226	.252
	Skewness	-.347	.212	-.008	.189	-.691	.031
Can Zoom replace F2F in your view? (Yes = 0, No=1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.52		.00	.05	.44	.61
	Std. Deviation	.501		-.002	.003	.489	.502
	Variance	.251		-.002	.003	.239	.252
	Skewness	-.093	.212	.001	.187	-.470	.251
Do you feel Depressed during the pandemic? (No, more calm = 1, Depressed = 0)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.61		.00	.04	.53	.69

	Std. Deviation	.490		-.002	.011	.463	.501
	Variance	.240		-.002	.010	.215	.251
	Skewness	-.446	.212	-.008	.195	-.843	-.125
Do you prefer or think Flexible hours or office hours are a must? (Flexible = 0, office hour = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.36		.00	.04	.26	.44
	Std. Deviation	.482		-.002	.013	.438	.499
	Variance	.233		-.002	.013	.192	.249
	Skewness	.583	.212	.011	.201	.229	1.130
Is F2F important for relationship building? (same = 0, important = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.90		.00	.03	.84	.95
	Std. Deviation	.301		-.004	.036	.227	.369
	Variance	.091		-.001	.021	.051	.136
	Skewness	-2.698	.212	-.103	.539	-4.000	-1.861
Do you think the pandemic overall – A Blessing in disguise? (No = 0, Yes = 1)	N	130		0	0	130	130
	Minimum	0					

	Maximum	1					
	Mean	.45		-.01	.05	.36	.55
	Std. Deviation	.500		-.003	.005	.482	.502
	Variance	.250		-.003	.005	.233	.252
	Skewness	.188	.212	.032	.190	-.200	.583
Family closer during the pandemic? (Less close = 0, Closer = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.74		.00	.04	.67	.82
	Std. Deviation	.441		-.001	.020	.389	.472
	Variance	.195		.000	.017	.152	.223
	Skewness	-1.098	.212	-.002	.222	-1.645	-.728
Have you Texted or talked on the phone/F2F more since the pandemic? (F2F/Phone =0, Text = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.83		.00	.03	.76	.89
	Std. Deviation	.376		-.002	.029	.314	.431
	Variance	.142		-.001	.021	.099	.186
	Skewness	-1.785	.212	-.033	.319	-2.523	-1.207

		Statistic	Std. Error	Bootstrap Bias	Bootstrap Std. Error	95% CI Lower	95% CI Upper
Chinese management, do you think they are more controlling than Western (Micro mgmt = 0, Same as Western = 1)	N	130		0	0	130	130
	Minimum	0					
	Maximum	1					
	Mean	.12		.00	.03	.07	.18
	Std. Deviation	.330		-.002	.033	.255	.383
	Variance	.109		.000	.021	.065	.147
	Skewness	2.322	.212	.052	.442	1.713	3.434
Do you enjoy working from home?Scale (0 = the least or the least agree ; 10 = the most or strongly agree)	N	130		0	0	130	130
	Minimum	0					
	Maximum	10					
	Mean	6.06		.04	.25	5.65	6.57
	Std. Deviation	2.789		.000	.145	2.543	3.100
	Variance	7.779		.019	.819	6.468	9.614
	Skewness	-.332	.212	.004	.126	-.629	-.087
Valid N (listwise)	N	130		0	0	130	130
a. Unless otherwise noted, bootstrap results are based on 130 bootstrap samples							

Group Statistics Focusing on Major Respondents Group 2 Gen X and Group 3 Millennials					
	Generations	N	Mean	Std. Deviation	Std. Error Mean
Mask On (No=0; Yes=1)	Gen X	44	.32	.471	.071
	Millennials	78	.22	.416	.047

Safer with Mask (Safer=0, does not matter =1, is a habit =3, safer + habit = 4)	Gen X	44	.91	.960	.145
	Millennials	78	.77	.939	.106
Optimistic (No=0, yes=1, others =3)	Gen X	44	.77	.677	.102
	Millennials	78	.79	.745	.084
Work with Millennials (More patience =1, Same like everyone = 0)	Gen X	44	.75	.438	.066
	Millennials	78	.68	.470	.053
4 day work (become lazier = 0, more effective = 1)	Gen X	44	.73	.451	.068
	Millennials	78	.74	.439	.050
Online (online =0, offline - 1)	Gen X	44	.48	.505	.076
	Millennials	78	.17	.375	.042
Standing desk healthier (Yes = 0, No =1)	Gen X	44	.14	.347	.052
	Millennials	78	.12	.322	.036
continue live in HK (yes=0 , no = 1)	Gen X	44	.09	.291	.044
	Millennials	78	.18	.386	.044
Is HK stressful ? (yes=0, No=1)	Gen X	44	.36	.487	.073
	Millennials	78	.22	.416	.047
Covid, more distant with friends ? (Distant = 0, Closer = 1)	Gen X	44	.36	.487	.073
	Millennials	78	.33	.474	.054
Covid change my mindset/lifestyle? (Calm = 0, Anxious = 1)	Gen X	44	.66	.479	.072
	Millennials	78	.64	.483	.055
Border opens happier? (Less = 0, Happier = 1)	Gen X	44	.73	.451	.068
	Millennials	78	.72	.453	.051
Zoom replace F2F (Yes = 0, No=1)	Gen X	44	.61	.493	.074
	Millennials	78	.47	.503	.057
	Gen X	44	.48	.505	.076

Exercised more since Covid? (More=1, Less = 0)	**Millennials**	78	.64	.483	.055
Depressed during covid? (No, more calm = 1, Depressed = 0)	**Gen X**	44	.59	.497	.075
	Millennials	78	.60	.493	.056
Flexible hours or office hours a must? (Flexible = 0, office hour = 1)	**Gen X**	44	.41	.497	.075
	Millennials	78	.32	.470	.053
F2F important for relationship building? (same = 0, important = 1)	**Gen X**	44	.95	.211	.032
	Millennials	78	.87	.336	.038
Family closer during Covid? (Less close = 0, Closer = 1)	**Gen X**	44	.77	.424	.064
	Millennials	78	.73	.446	.051
Covid - Blessing in disguise? (No = 0, Yes = 1)	**Gen X**	44	.43	.501	.076
	Millennials	78	.45	.501	.057
Text or talk phone/F2F more since Covid? (F2F/Phone =0, Text = 1)	**Gen X**	44	.86	.347	.052
	Millennials	78	.82	.386	.044
Chinese mgnt Controlling than Western (Micro mgnt = 0, Same as Western = 1)	**Gen X**	44	.11	.321	.048
	Millennials	78	.14	.350	.040
Do you enjoy working from home? Scale (0 = the least or the least agree ; 10 = the most or strongly agree)	**Gen X**	44	5.52	2.732	.412
	Millennials	78	6.46	2.850	.323

Note: Two-Sided P (Sig), the P value is in equal variances not assumed.

Independent Samples Test on Gen X and Millennials											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Mask On (No=0; Yes=1)	Equal variances assumed	5.314	.023	1.219	120	.113	.225	.100	.082	-.063	.263
	Equal variances not assumed			1.176	80.371	.121	.243	.100	.085	-.069	.270
Safer with Mask (Safer=0, does not matter =1, is a habit =3, safer + habit = 4)	Equal variances assumed	.707	.402	.784	120	.217	.435	.140	.178	-.213	.493
	Equal variances not assumed			.779	87.645	.219	.438	.140	.180	-.217	.497
Optimistic (No=0, yes=1, others =3)	Equal variances assumed	.165	.686	-.163	120	.435	.871	-.022	.136	-.291	.247
	Equal variances not assumed			-.167	96.577	.434	.868	-.022	.132	-.285	.241
Work with Millennials (More patience =1, Same like everyone = 0)	Equal variances assumed	2.913	.090	.816	120	.208	.416	.071	.086	-.101	.242
	Equal variances not assumed			.832	94.639	.204	.408	.071	.085	-.098	.239
4 day work (become lazier = 0, more effective = 1)	Equal variances assumed	.149	.700	-.195	120	.423	.846	-.016	.084	-.182	.149
	Equal variances not assumed			-.194	87.479	.423	.847	-.016	.084	-.184	.151

		F	Sig.	t	df			Mean Difference	Std. Error Difference	Lower	Upper
Online (online =0, offline - 1)	Equal variances assumed	34.141	<.001	3.864	120	<.001	<.001	.311	.080	.151	.470
	Equal variances not assumed			3.562	70.108	<.001	<.001	.311	.087	.137	.485
Standing desk healthier (Yes = 0, No =1)	Equal variances assumed	.447	.505	.336	120	.369	.737	.021	.062	-.103	.145
	Equal variances not assumed			.329	83.742	.371	.743	.021	.064	-.106	.148
continue live in HK (yes=0 , no = 1)	Equal variances assumed	7.883	.006	-1.323	120	.094	.188	-.089	.067	-.221	.044
	Equal variances not assumed			-1.430	110.214	.078	.155	-.089	.062	-.211	.034
Is HK stressful ? (yes=0, No=1)	Equal variances assumed	10.059	.002	1.747	120	.042	.083	.146	.083	-.019	.311
	Equal variances not assumed			1.672	78.256	.049	.099	.146	.087	-.028	.319
Covid, more distant with friends ? (Distant = 0, Closer = 1)	Equal variances assumed	.424	.516	.336	120	.369	.738	.030	.090	-.148	.209
	Equal variances not assumed			.333	87.443	.370	.740	.030	.091	-.150	.211
Covid change your mindset/lifestyle? (Calm = 0, Anxious = 1)	Equal variances assumed	.163	.687	.199	120	.421	.843	.018	.091	-.162	.198
	Equal variances not assumed			.199	89.840	.421	.842	.018	.091	-.162	.198
Border opens happier? (Less = 0, Happier = 1)	Equal variances assumed	.048	.826	.109	120	.457	.913	.009	.085	-.159	.178
	Equal variances not assumed			.110	89.722	.457	.913	.009	.085	-.160	.178

Zoom replace F2F (Yes = 0, No=1)	Equal variances assumed	3.438	.066	1.480	120	.071	.141	.139	.094	-.047	.326
	Equal variances not assumed			1.489	90.842	.070	.140	.139	.094	-.047	.325
Exercised more since Covid? (More=1, Less = 0)	Equal variances assumed	3.493	.064	-1.769	120	.040	.079	-.164	.093	-.347	.020
	Equal variances not assumed			-1.747	85.968	.042	.084	-.164	.094	-.350	.023
Depressed during covid? (No, more calm = 1, Depressed = 0)	Equal variances assumed	.060	.806	-.125	120	.450	.901	-.012	.093	-.196	.173
	Equal variances not assumed			-.125	88.596	.451	.901	-.012	.093	-.197	.174
Flexible hours or office hours a must? (Flexible = 0, office hour = 1)	Equal variances assumed	3.049	.083	.979	120	.165	.329	.089	.090	-.091	.268
	Equal variances not assumed			.964	85.120	.169	.338	.089	.092	-.094	.271
F2F important for relationship building? (same = 0, important = 1)	Equal variances assumed	9.868	.002	1.475	120	.071	.143	.083	.056	-.028	.194
	Equal variances not assumed			1.668	118.619	.049	.098	.083	.050	-.015	.181
Family closer during Covid? (Less close = 0, Closer = 1)	Equal variances assumed	1.082	.300	.508	120	.306	.613	.042	.083	-.122	.206
	Equal variances not assumed			.515	93.251	.304	.608	.042	.081	-.120	.204
Covid - Blessing in disguise? (No = 0, Yes = 1)	Equal variances assumed	.136	.713	-.179	120	.429	.858	-.017	.094	-.204	.170
	Equal variances not assumed			-.179	89.252	.429	.858	-.017	.094	-.205	.171

Text or talk phone/F2F more since Covid? (F2F/Phone =0, Text = 1)	Equal variances assumed	1.575	.212	.614	120	.270	.541	.043	.070	-.096	.182
	Equal variances not assumed			.632	97.480	.264	.529	.043	.068	-.092	.178
Chinese mgmt Controlling than Western (Micro mgmt = 0, Same as Western = 1)	Equal variances assumed	.749	.389	-.427	120	.335	.670	-.027	.064	-.154	.100
	Equal variances not assumed			-.438	95.979	.331	.663	-.027	.063	-.152	.097
Do you enjoy working from home? Scale (0 = the least or the least agree ; 10 = the most or strongly agree)	Equal variances assumed	.070	.792	-1.773	120	.039	.079	-.939	.529	-1.987	.110
	Equal variances not assumed			-1.794	92.520	.038	.076	-.939	.523	-1.978	.100

Table 4 Descriptive Statistics on All Survey questions of the130 respondents

Note: The results of the t-test for the difference in the two means we look at the P-value, if the value is smaller than 0.05, it implies the difference in means is statistically significant at 0.05 level.

Summary Results: The P value that's less than 0.05, implies the difference in means is statistically significant at 0.05 level, the P-value for these results are highlighted in orange.

4.2.1 Results and Analysis on each question results in the Survey.

Q1.

What generations are you under?
130 responses
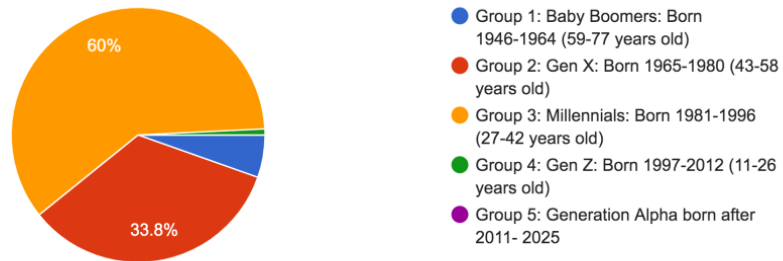
Results and Rationale: 60% of the respondents are under Millennials while 33.6% of the respondents are under Gen X, with the remaining 5.8% and 0.8% are under Group 1 Baby boomers and Group 4 Gen Z respectively and none of the respondents are under Group 5. Those who are in management levels are mainly in Group 2 and Group 3 thus the respondents spread are relatively different. Thus, will not be encountering individuals from Group 5 to be in management level at this age.

Q2.

Do you enjoy working from home?   Scale (0 = the least or the least agree ; 10 = the most or strongly agree)
130 responses
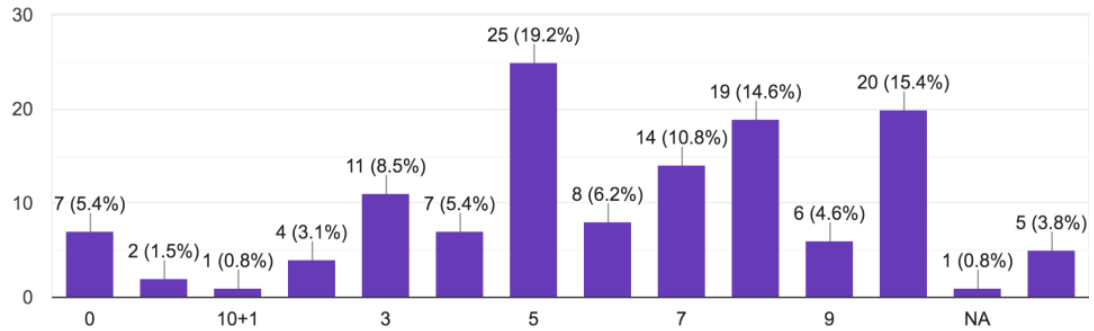
Results and Rationale: The purpose of this question is to get concrete feedback whether Work from Home is preferred by the respondents. Approximately 98 respondents out of 130 answer Scale 5 or above, 31 respondents reply 4 or below. The average out of the 130 respondents is Scale 5.69, which means the majority of the respondents are still skeptical about whether work from home is the optimal solution for themselves. Most respondents choose a scale of 5 while the second largest respondent rate replies on 10, which also implies that they very much hope for having a working from home protocol.

Q3.

140

Are you still wearing a mask in public?

130 responses

● Yes
● No

74.6%

25.4%
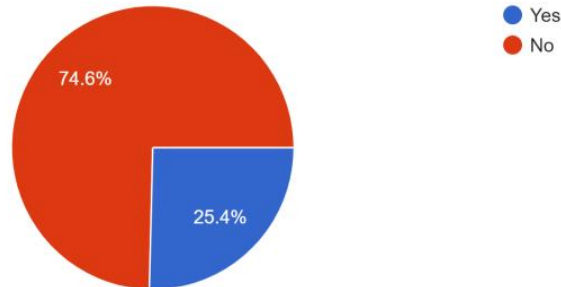
Results and Rationale: The purpose of this question is to know whether they are wearing masks in Hong Kong and 74.6% (QTY=97) of the respondents' response is a NO while the remaining 25.4% (QTY=33) are still wearing masks. Most respondents under the 74.6% are composed of Millennials and Gen X. And those who respond to still wearing masks also mention that they feel safer and also because it is a habit that is why they continue wearing masks. As For those who do not wear masks anymore, 68 respondents respond that whether wearing a mask or not does not make him or her safer or not as it does not matter, while 27 respondents who not wearing mask however replies that they do feel safer wearing mask but they do not do so as probably it feels bothering and pressure which was the reason why they do not wear mask as mentioned during the interview section.

Q4:

Do you feel safer and more secure wearing masks in public?
130 responses
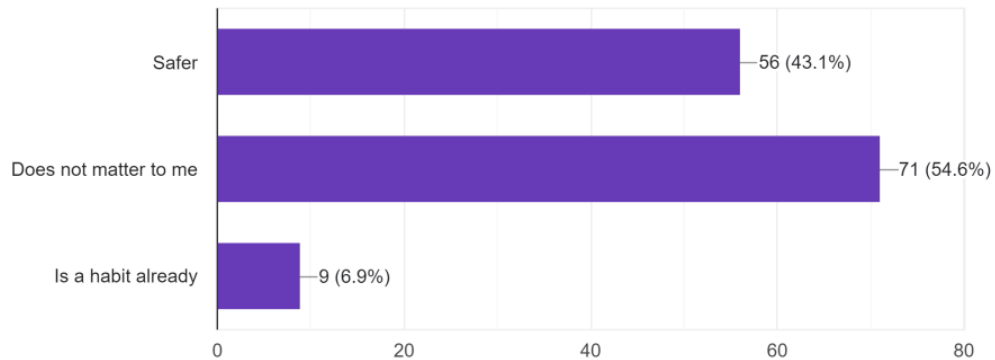
Results and Rationale: This question also echoes Q3, whether they feel safer wearing a mask and 71 respondents suggest that it does not matter to them while 56 respondents suggest it is safer while the remaining 9 respondents think that wearing a mask becomes a habit. And those who suggest it does not matter whether it is safe or not are not wearing masks anymore. Out of 71 respondents which select does not matter, 62 of them find face to face meetings are important, which also indicates that not wearing masks might prevent building connections in their perspective, and majority also text more during the pandemic instead of having phone calls which shows dominance in communication tools due to the pandemic and only 4 person out of these 62 suggests that Chinese traditional management is same as western style the remaining dominating answers suggest that Chinese traditional management are rather micro-managing in their managing style.

Q5.

Do you feel optimistic about the economy improving in 2025 onwards?
130 responses
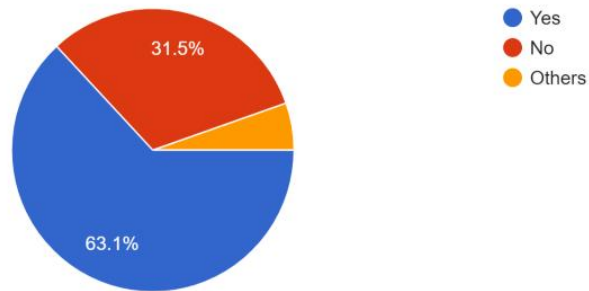
Results and Rationale: The purpose of this question is just to understand whether the respondents remain to feel optimistic overall about the future economy since the pandemic happened abruptly and in quite a crisis that all of us were not prepared to face. 63.1% (QTY=82) remain positive about the economy in 2023, while 31.5% (QTY=41) suggested a No, and 5.4% (QTY=7) suggested others. Those who reply to be more optimistic also show a dominance (QTY=51) response rate feeling more cautious and anxious due to the pandemic, which also could imply they are careful in planning, and another dominating value (QTY=47) out of the 51 respondents think that face to face is more important and is not same as meeting in zoom and also in general more closer with their family during since the on-set of the pandemic.

Q6.

Do you find working with the younger generations such as the millennials requires more patience and effort?

130 responses

- Yes It does require more effort
- No is the same like everyone
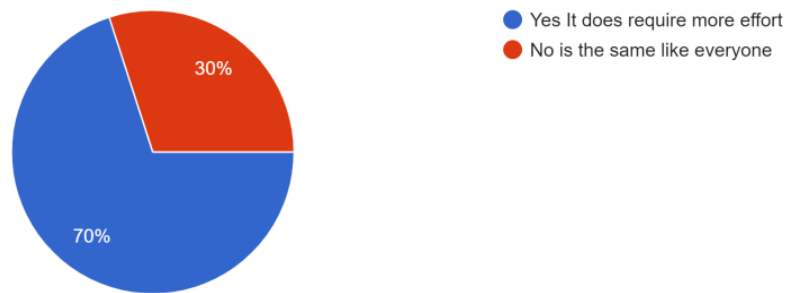
Results and Rationale: 70% of the respondents (QTY=91) suggest that working with younger generations requires more patience and effort while the remaining 30% (QTY=39) suggest that it is the same as everyone. Out of these 91 respondents 81 respondents mention that Chinese traditional management is more micro managed, which also signifies that trust could be an issue that shows more interference in management style. Another dominant factor out of these 81 respondents are that 51 respondents out of the 81 opts for more flexible working hours, more texting since the pandemic instead of phone calls, and they are mainly Group 2 (Gen X) born between 1965-1980 (43-58 years old) and Group 3 the Millennials (Age range 27-42).

Q7.

Do you find a 4 day work feel more effective and productive?
130 responses

● More effective is about time management
● No because will become lazier

27.7%

72.3%
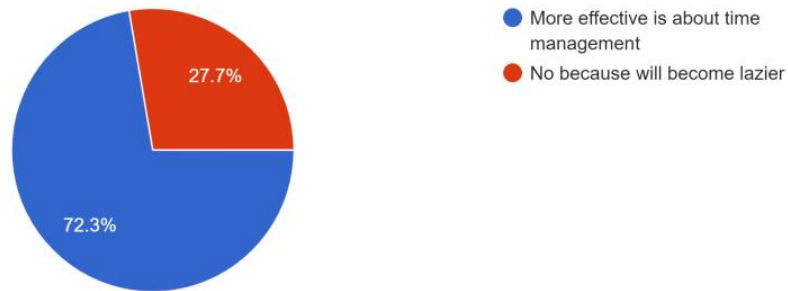
Results and Rationale: The purpose of this question is to see what respondents think or prefer shortening the working week to as least as 4 days instead of the norm now which is 5-6 working days per week. The findings show that 72.3% respondents (QTY=94) Suggest that they prefer a 4-day work feel as they feel it is more effective and productive as time management is the factor while 27.7% (QTY=36) do not think a 4-day work week is more productive as will lead to a lazier attitude. 61.1% (QTY=22) respondents out of these 36 respondents who do not agree with a 4-day working week also suggest that office hours are a must instead of a flexible hours and 10 of them are Group 2 Millennials (Age 27-42). Which also signifies people do not like to be bounded and contracted by working days per week. Further analysis will be provided in the later discussion session.

Q8.

Do you prefer shopping online?

130 responses

- online
- offlne

28.5%

71.5%
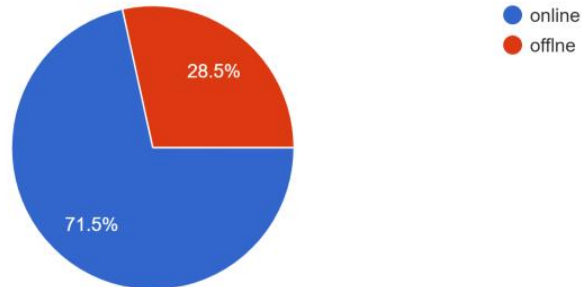
Results and Rationale: The purpose of this question is to allow business owners or operators to understand the preference of purchasing channels and 71.5% (QTY=93) of the respondents prefer purchasing online while less than 30% (QTY=37) of the respondents, prefer purchasing offline. And the majority of the respondents who prefer purchasing offline are under Group 2 the Gen X (born 1965-1980), in which under their generations there were no offerings of online platform in the earlier period, thus they are more accustomed to the practice of purchasing offline.

Q9.

Do you find using a standing desk healthier ?
130 responses
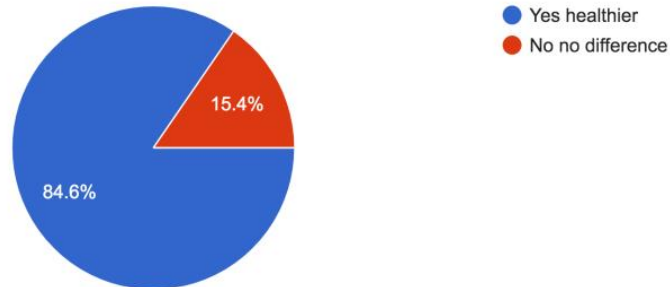
Results and Rationale: The purpose of this question is to understand what is the general perception of standing desks and how respondents equate it to a better health. The result shows that 84.6% (QTY=110) of the respondents suggest that standing desks are healthier while the remaining 15.4% (QTY=20) suggest there is no difference. And out of the 20 respondents who answered no difference, 10 of them exercise more since the pandemic and 10 of them are less. And out of the 110 respondents who answered yes to the question, 66 of them suggest that they exercised more due to the pandemic while the remaining 44 suggested they exercise less, which also implies that these groups of people are also likely to be more health conscious and see that exercising can improve health as well.

Q10.

Do you see yourself continuing to live in Hong Kong in the coming 5 years?
130 responses
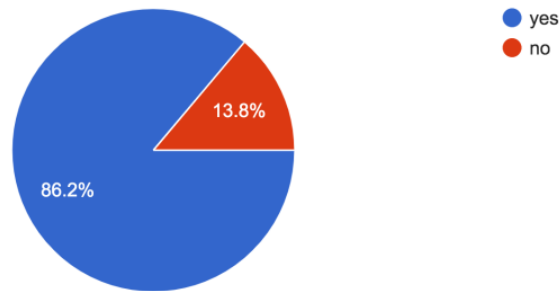
Results and Rationale: The purpose of this question is to understand how they see Hong Kong as a comfortable place to live, the implication is if they select living in Hong Kong that also indicates they enjoy living in Hong Kong thus decide to stay further in the coming midterm to long term. The results show that 86.2% of the respondents suggest that they will continue living in Hong Kong while the remaining 13.8% (QTY=36) of the respondents have thoughts of migrating to other locations. Out of these 36 respondents, 19 of them mention that they are more distant from their friends since the pandemic, which could also be a factor that causes them to migrate to other places to explore a new living style. However, 27 respondents out of these 36 respondents who do not see themselves living in Hong Kong in the next 5 years suggest that though they are more distant from their friends they are closer to their family.

Q11.

Do you find Hong Kong a stressful place to live?
130 responses
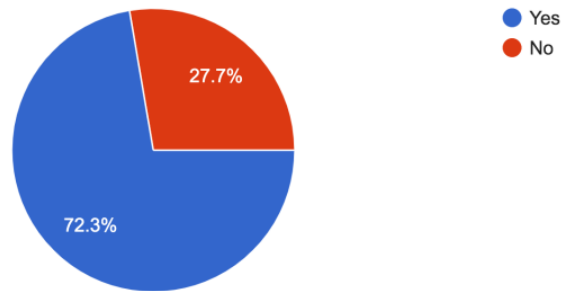
Results and Rationale: The purpose of this question is to understand whether Hong Kong in general is a stressful place to live as Hong Kong by default is a fast paced living and working city where people are always working for a better living especially families who have children are under the Hong Kong educational system often have to receive extra tutoring. Thus, the results also show that 72.3% (QTY = 94) of the respondents reply Hong Kong is a stressful place to live while 27.7% (QTY=36) of them may not find it so. The results reflect the general phenomenon in Hong Kong where most professionals are very engaged with their work with character aiming for excellence and they work very hard to excel. Underlying the implication do reflect that they find Hong Kong a stressful place however they still continue to see Hong Kong as a place to live for the upcoming 5 years. Out of these 94 respondents, 68 of them felt more distance from their friends during the pandemic and 79 of them still will continue to choose to live in Hong Kong in the next 5 years even though they perceive Hong Kong is a stressful place to live.

Q12.

Do you find yourself distant with your friends since covid?
130 responses
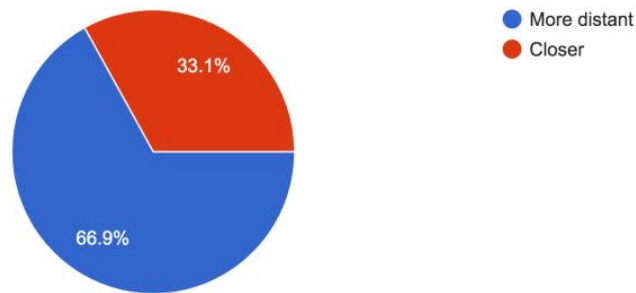
Results and Rationale: The purpose of this question is to know how they feel deep down and whether they felt more distant and closer with their friends due to the pandemic as the pandemic social distancing protocol by default does affect how people connect with each other and results show that since the pandemic, a majority 66.9% of the respondents do find that they are more distance from their friends due to lesser contact while 33.1% (QTY=43) of the respondents reply they are more closer, which means they likely take initiations to maintain relationships, and indeed maintaining relationships during the pandemic takes extra effort. 33 respondents out of the 43 respondents also show that they exercise more since the pandemic, which also suggests that they are willing to make an effort for positive changes in general, and a majority of 24 respondents out of the 33 suggest that they feel more calm and not depressed due to the

pandemic. The results also imply that exercise probably helps with better emotions and calming effects.

Q13.

Do you find Covid changes people's mindset and lifestyle?
130 responses

63.1%

36.9%

● Changed to be more understanding and calm
● More anxious and cautious
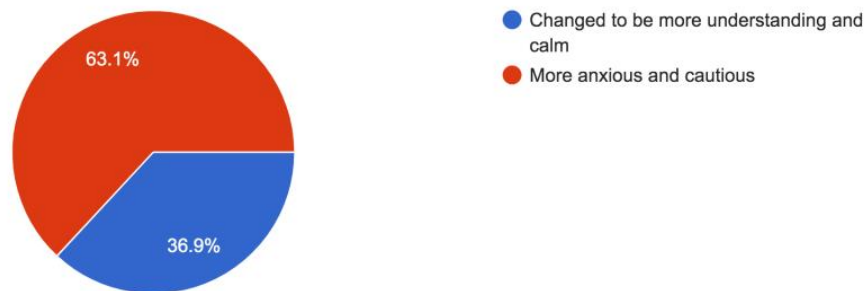
Results and Rationale: The purpose of this question is to understand how the pandemic changes people's mindset and lifestyle and how it changes as the pandemic itself is a crisis that did create a sense of fear among Hong Kong people. The results reflect quite the reality and indeed 63.1% (QTY=82) of the respondents also mention they are more anxious and cautious in terms of personality and 36.9% (QTY=48) of the respondents became more understanding and calm, the 36.9% respondents in fact imply how they tend to tackle life difficulty and their perception whether is going with the group mindset that is fearful and anxious within the community. 30 (62.5%) respondents out of the 48 respondents suggest that they are also more calm due to the pandemic instead of feeling more depressed. 34 (70.8%) respondents out of 48 respondents suggest that they are closer with their family due to the pandemic. These figures likely reflect the

character of the respondents that demonstrate resilience in responding to crisis matters, the number also implies that family bonding assists respondents with positive and calming emotions.

Q14.

Do you find people in Hong Kong happier since the border opens ?
130 responses
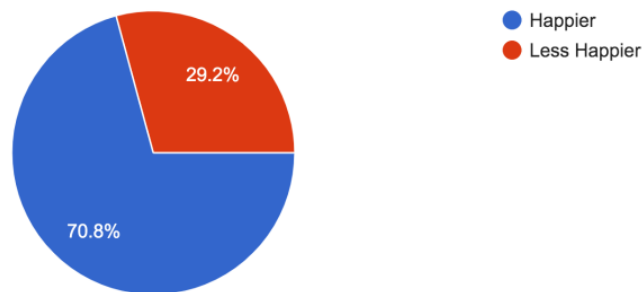
Result and Rationale: The purpose of this question is to understand how people perceive border opening whether that creates a sense of happiness to them or not, border opening also implies interest in traveling abroad. 70.8% of the respondents think that people in Hong Kong are happier in Hong Kong since border opens while the remaining 29.2% (QTY=38) of the respondents find people in Hong Kong less happier. Interestingly, 21 (55.3%) out of the 38 respondents show that they exercise less since the pandemic as well. It will be interesting to explore whether exercise is related to better emotions. 28 (73.7%) out of these 38 respondents felt they were much closer with family since the pandemic, perhaps border opening in fact made them feel more distant from their family due to border opening and traveling. 31(81.6%) respondents out of these 38

also answered that they felt more distant from friends since the pandemic. It is interesting to see that the group of people though they are more distant from friends during the pandemic the figure shows that they are closer with families.

Q15.

Do you think Zoom can replace traveling for face to face meeting?
130 responses
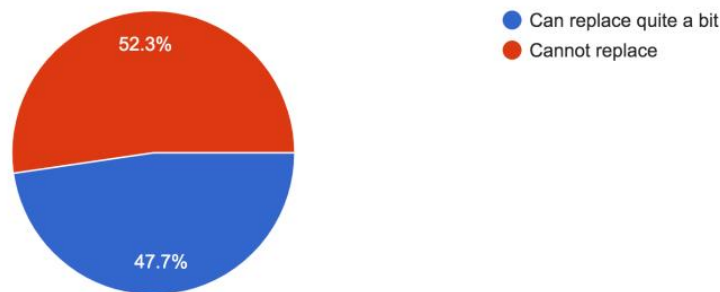
Results and Rationale: The purpose of this question is to understand whether Zoom can be a meeting tool in replace of face to face meeting as traveling expenses to companies can be a significant portion of company expenses. The figures are quite close to each other; approximately 47.7% (QTY=62) of the respondents suggest that it can be replaced quite a bit while 52.3% (QTY=68) which is over half of the respondents strongly suggest that it cannot be replaced. Out of these 68 respondents, 63 (92.6%) of them do find face to face meeting is important while the remaining 5 of the suggestions are the same as zoom. Out of the 47.7% (QTY=62) respondents, only 8 (12.9%) participants suggest that Zoom is the same as face to face meeting, while the remaining 54 (87.1%) respondents think that face to face meeting is important to building

relationships, which also means that building relationships, face to face meeting is important while for it also implies that for non-relationship building meetings such as recap, or team meeting to discuss over an agenda among colleagues perhaps can be done through zoom or online tools.

Q16.

Have you exercised more since the onset of Covid?
130 responses
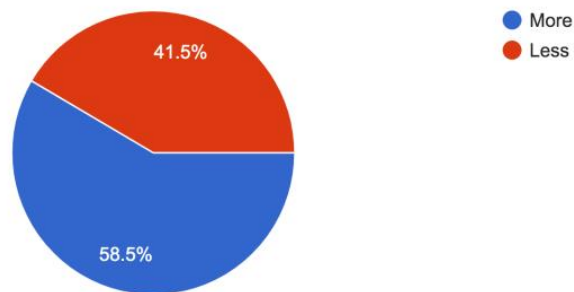
Results and Rationale: The purpose of this question is to understand whether the pandemic will lead to people to become more health conscious thus taking actions upon it. Thus, 58.5% (QTY=76) did exercise more during the pandemic while the remaining 41.5% (QTY=54) exercised less since the onset of the pandemic. Interestingly, 38 respondents out of 130 respondents suggest that they find people in Hong Kong less happier, and 21 (55.3%) out of these 38 respondents, also exercised less at the same time since the on-set of the pandemic, it can be hypothesized that actually exercise do place quite an important factor in terms of generating positive feelings, which further studies can be designed around this in the future.

Out of the 76 respondents who exercised more, 47 (60.5%) of them also suggest that they feel more calm instead of feeling depressed due to the pandemic, and 18 respondents out of 36 respondents (50%) who suggested Hong Kong is not a stressful place to live go under the category which they exercise more and also feel calm instead of depressed, also signify exercise, and personality of demonstrating resilience is a key factor in how they felt about the surroundings and context they live within.

Q17.

Did you feel depressed due to Covid?
130 responses
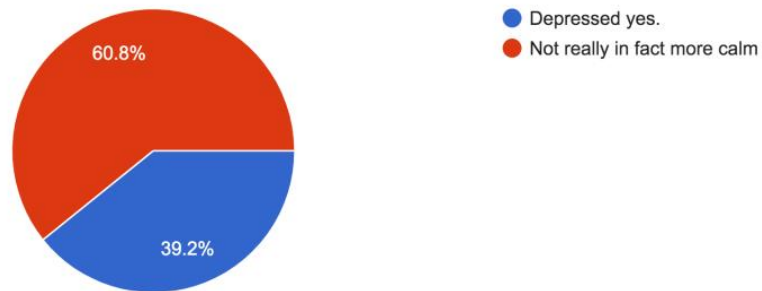
● Depressed yes.
● Not really in fact more calm

60.8%

39.2%

Results and Rationale: The purpose of this question is to understand whether the pandemic, which is supposed to be a depressing crisis, and would like to see how the respondents actually verify this hypothesis or vice versa, and in fact 60.8% (QTY=79) of the respondents do not feel so and in fact they felt more calm. 49 (62%) out of these 79 respondents also suggest that they are more anxious and cautious since the onset of the pandemic, which also signifies perhaps they are more well-planned which causes them to be more calm instead of feeling depressed too. 47 (59.5%) out of 79 respondents exercise

155

more. 54 (68.3%) out of these 79 respondents are also optimistic about the economy 2025 onwards. Thus, more calm over depressed individuals are also more cautious, well planned and tend to be more optimistic in general as well.

Q18.

If you were to start a new company would you keep the traditional work at office protocol, unlike Covid stage?
130 responses
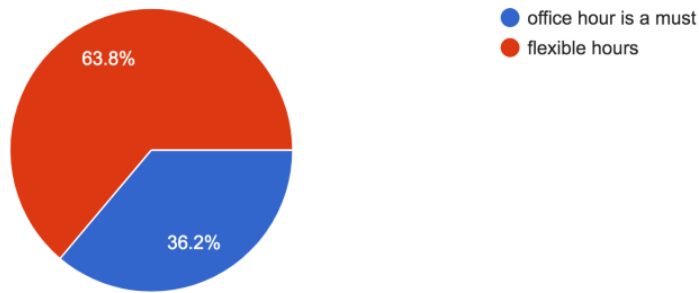
Results and Rationale: The purpose of this question is to understand the mindset behind whether they prefer flexible hours with more out of office hours and whether they prefer flexible hours or office hours. This question is good for senior management to get an idea what people think since the onset of the pandemic. From my observation and interviews with respective business owners, the main reason is because of technical tools and very convenience, Hong Kong people tend to have the urgency to get things completed within a short period of time. Secondly most tasks can be completed remotely with a laptop or notebook computer; thus, it is a natural tendency that people will opt for flexible hours where they can multitask without stationing in one context.

156

Q19.

Do you find face to face meetings important to building relationships or Zoom is ok?
130 responses

- important
- same as zoom

90%
10%
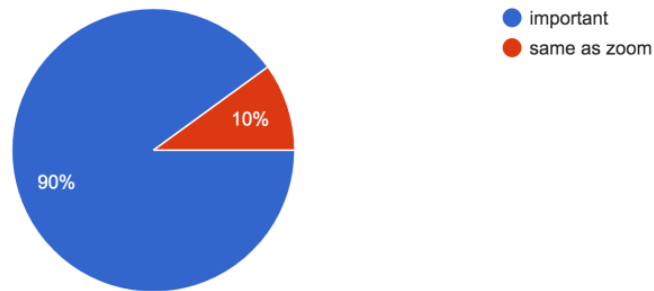
Results and Rationale: The purpose of this question is to understand whether face to face is more helpful for relationship building goals and objectives than Zoom meeting. The results are also helpful to management to verify what channel they should select for this purpose. 90% (QTY=117) of the respondents select the option where face to face meeting is important to building relationships, the average score is 6.0 in terms of enjoying working from home with a mixture of Gen X and Millennials, while 10% of the respondents suggest the effect is equivalent to zoom. The people who select the same as zoom, also enjoy working from home with a score average at 6.5/10, belonging to the Group 3 Millennium (27-42 years old). Baby boomers and Gen X total respondents are equivalent to QTY=51, and 48 (94.1%) out of 51 see that face to face meetings are more important than Zoom. Gen X was not born in a digital period where digital online meetings were not even in place; thus, this is also the root in Chinese Management Culture where Guanxi comes in. The results verify and do reflect the reality from respective research sources.

157

Q20.

Is your relationship with your family closer due to Covid?
130 responses
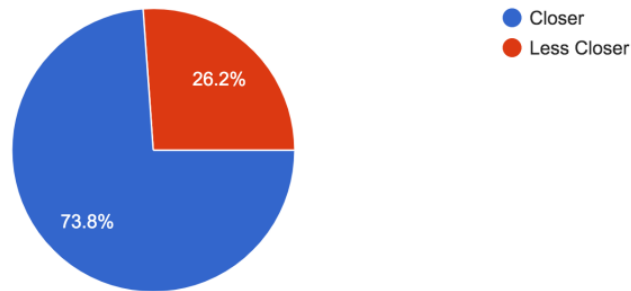
Results and Rationale: The purpose of this question is to understand whether the pandemic, due to social distancing and working from home, will help solidify the relationship and bonding among the family. The results show that 73.8% (QTY=96) of the respondents reply that they are closer to their family while the remaining 26.2% (QTY=34) of the respondents reply less. The question here was not precise enough, retrospectively speaking, the reply saying no could be their own bigger family in general as they have less chance meeting with each other or some of the family members do not live locally in Hong Kong thus did not have chances to go abroad. 24 (70.6%) out of 34 respondents reply with a score 6 or above enjoying working from home. 27 (79.4%) respondents out of 34 respondents suggest they are more distant from their friends since the pandemic as well. 60 (62.5%) out of 96 respondents reply they are more distant from friends since the pandemic while they are closer with family due to the pandemic. This signifies that time allocated to family is more than friends this could be a factor that causes the distancing from friends as a result.

Q21.

Do you think Covid is "a blessing in disguise" in retrospect?
130 responses

● Yes it is
● No it is not

54.6%

45.4%
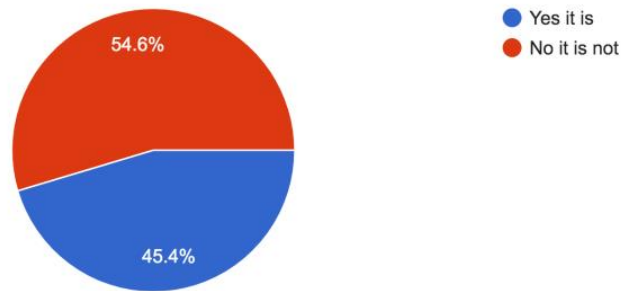
Results and Rationale: The purpose of this question is to understand how people perceive the overall episode of the crisis that evolves over time and whether they will choose to see life events in the optimistic side (the pandemic after all is a blessing in disguise), due to the pandemic-19 was not a controllable and predictable factor or the opposite aspects (it is not a blessing in disguise) after 3 years since the onset of the pandemic. And results show that the percentage is rather close, those who reply that it is not a blessing in disguise is 54.6% which is slightly over the ones who suggest it is, who constitute 45.4%. The data reflects the mindset how people treat crisis events though the data might not be sufficient to reflect the dominance in the community; but it is interesting to know that some people do think that this crisis is a blessing in disguise whether the person went through the sickness or seeing their partners going through one, life happiness or attitude really depends on one's perspective on how they read life events.

Q22.

Do you find yourself messaging more since Covid or talk more on the phone?
130 responses

● More text
● More phone or face to face actually

16.9%

83.1%
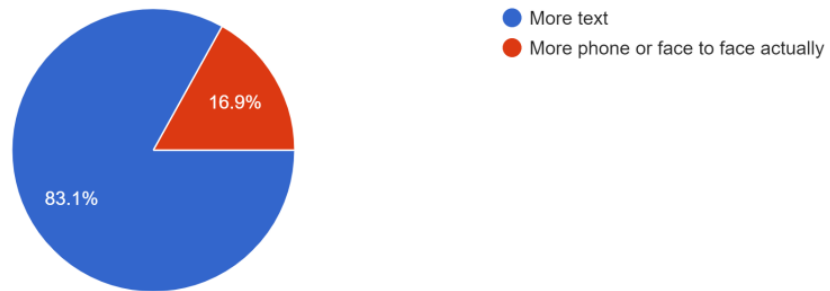
Results and Rationale: The purpose of this question is to understand what communication tools people in Hong Kong choose since the pandemic due to a substantial period of social distancing. 83.1 (QTY=108) percent of the respondents suggest that they use more text messages for example WhatsApp or WeChat tools, while the rest 16.9% (QTY=22) suggest that they do more phone and face to face. 14 out of the 22 respondents who suggest they use more phone and face to face respond to another earlier question that Zoom cannot replace face to face meeting as well, which is over 60%. Data also reflects a reality that Millennials tend to choose texting over face to face as it is convenient and can multitask at the same time. But when you are talking face to face with someone it requires full focus and attention.

Q23.

Do you find Chinese management more controlling than Western style?
130 responses

● Yes more micro management
● No it is the same as western style
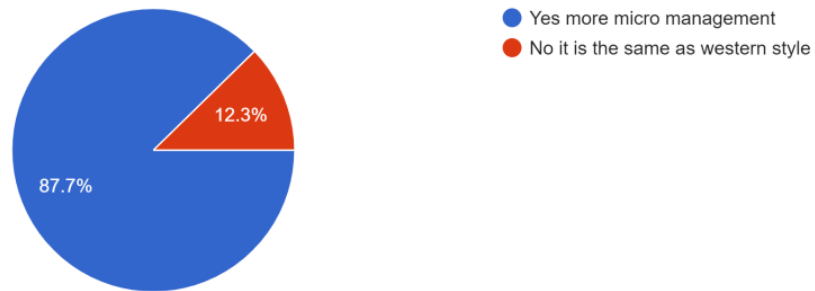
Results and Rationale: The purpose of this question is to understand the

perception on how these 130 professional respondents perceive the management style

under Chinese culture in Hong Kong. Those who reply "same as western style" are

mainly in independent roles that require more self-regulation for example teaching,

insurance and banking industry, sales target driven, entertainment and media. The results

reconfirm the literature findings earlier that for example "996" Chinese traditional

management and its culture has a rather tightened and controlled management style in

searching for details with clear operation flows instead of western style in which

management focuses on the results and getting work done instead of procedural results.

4.3. Summary and Conclusion on Results

Independent T-Test Findings on some significant aspects on this Survey Using SPSS Software:

Independent T-test on : If you were to start a new company would you keep the traditional work at office protocol, unlike Covid stage specifically on Group 2 and 3 as these two groups compose of major respondents' rate and would be interesting to understand the significance.

Group Statistics

	What generations are you under?	N	Mean	Std. Deviation	Std. Error Mean
office hour or flexible	Group 2	44	.59	.497	.075
	Group 3	78	.68	.470	.053

Table 5 Independent T-Test results using SPSS software on respondents' preference: working office hour versus Flexible hours

Office Hour = 0; Flexible Hours = 1

Group 2: Gen X: Born 1965-1980 (43-58 years old)

Group 3: Millennials: Born 1981-1996 (27-42 years old)

Group 2 individuals leaning towards office hour is a must while Group 3 leaning towards flexible hours, which indicate the generation's differences as Generation X group were less digital savvy and traditionally were more conformed by the office hour protocol more than Group 3 participants who grew under the technological age.

Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | | |
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
office hour or flexible	Equal variances assumed	3.049	.083	−.979	120	.165	.329	−.089	.090	−.268	.091
	Equal variances not assumed			−.964	85.120	.169	.338	−.089	.092	−.271	.094

Table 6 Independent T Test on Work Choice post Covid between Gen X and Millennials

H1: There is a significant difference in Preference of Work Choice Post Covid between Gen X (Group 2) and Millennials (Group 3).

P Value = 0.329, > than 0.05 (95% confidence interval)

Independent sample T test is used to compare the Office Work Preference between the mean difference of Gen X and Millennials (variable = Office Hour =0, Flexible Hour = 1) is significant or not. The P value under Levene's test for equality of variances is = 0.083, which is greater than 0.05, which means variances are not significantly different so we can assume they are equal. When we look at the P value under T test the P value = 0.329, which is significantly bigger than 0.05, we are going to accept the null hypothesis which means the mean score between groups is not significantly different.

Independent T-Test on Group 2 and 3 respondents on whether they are depressed or more calm during Covid.

Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | | |
		F	Sig.	t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Depressed during covid? (No, more calm = 1, Depressed = 0)	Equal variances assumed	.060	.806	−.125	120	.450	.901	−.012	.093	−.196	.173
	Equal variances not assumed			−.125	88.596	.451	.901	−.012	.093	−.197	.174

Table 7 Independent T-test on Gen X and Millennials on whether they are more depressed or calm during Covid

H1: There is a significant difference in Emotions on feeling depressed or calm between

Gen X (Group 2) and Millennials (Group 3).

P Value = 0.901, > than 0.05 (95% confidence interval)

We are going to accept the null hypothesis which means the mean score between groups

is not significantly different.

SPSS Result for correlations Pearson's : Covid makes people more distant or closer

and whether it is correlated to more exercise or less.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Distant or Closer (0=distant, 1 Closer)	.33	.472	130
exercise (0=less; 1 = more exercise)	.58	.495	130

Correlations

		Distant or Closer (0=distant, 1 Closer)	exercise (0=less; 1 = more exercise)
Distant or Closer (0=distant, 1 Closer)	Pearson Correlation	1	.261[**]
	Sig. (2-tailed)		.003
	N	130	130
exercise (0=less; 1 = more exercise)	Pearson Correlation	.261[**]	1
	Sig. (2-tailed)	.003	
	N	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

Table 8 SPSS Results on Pearson's correlations: Covid makes people more distant or closer and whether is correlated to more exercise or less

This correlation figure is 0.261 which the strength is moderate with a positive correlation between and the second value to look at is the significance level which is 0.003, since the standard alpha value is 0.05 and the value is lower than 0.05 which means the correlation is statistically significant in the population and is not just rando

SPSS results on correlations Pearson's : Covid makes people more distant or closer and whether is correlated to depression or not during Covid.

Descriptive Statistics

	Mean	Std. Deviation	N
Distant or Closer (0=distant, 1 Closer)	.33	.472	130
Depressed and not (0=depressed; 1 = not)	.61	.490	130

Correlations

		Distant or Closer (0=distant, 1 Closer)	Depressed and not (0=depressed ; 1 = not)
Distant or Closer (0=distant, 1 Closer)	Pearson Correlation	1	-.540**
	Sig. (2-tailed)		<.001
	N	130	130
Depressed and not (0=depressed; 1 = not)	Pearson Correlation	-.540**	1
	Sig. (2-tailed)	<.001	
	N	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

Table 9SPSS results on Pearson's corelation: Covid makes people more distant or closer and whether is correlated to depression or more calm during Covid

This Pearson correlation figure is -0.540 which the two variants are moderately negatively related. The figure implies that even people are more calm during Covid, it does not indicate they are closer with their friend or distant from their friends. The second value to look at is the 2-tailed significance level which is less than 0.001, in this case is smaller than the standard alpha value, 0.05, which means the correlation is highly significant and is not just a random sampling or error.

166

SPSS results on correlations Pearson's : People who prefer a 4-day work week are correlated to their preference on flexible hours over office hours.

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
4 day work (become lazier = 0, more effective = 1)	.72	.449	130
Flexible hours or office hours a must? (Flexible = 0, office hour = 1)	.36	.482	130

Correlations

		4 day work (become lazier = 0, more effective = 1)	Flexible hours or office hours a must? (Flexible = 0, office hour = 1)
4 day work (become lazier = 0, more effective = 1)	Pearson Correlation	1	-.321**
	Sig. (2-tailed)		<.001
	N	130	130
Flexible hours or office hours a must? (Flexible = 0, office hour = 1)	Pearson Correlation	-.321**	1
	Sig. (2-tailed)	<.001	
	N	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

Confidence Intervals

	Pearson Correlation	Sig. (2-tailed)	95% Confidence Intervals (2-tailed)[a]	
			Lower	Upper
4 day work (become lazier = 0, more effective = 1) - Flexible hours or office hours a must? (Flexible = 0, office hour = 1)	-.321	<.001	-.468	-.158

a. Estimation is based on Fisher's r-to-z transformation.

Table 10 SPSS results on correlations Pearson's : People who prefer a 4-day work week are correlated to their preference on flexible hours over office hours.

This Pearson correlation figure is -0.310 which the two variants are negatively correlated. The results also imply that the more people think the 4-day work week is effective, people will lean towards flexible hours instead of office hours. The second value to look at is the 2-tailed significance level which is less than 0.001, in this case is smaller than the standard alpha value, 0.05, which means the correlation is highly significant and is not just a random sampling or error.

SPSS results on correlations Pearson's : People who feel that Covid is blessing is disguise, and the correlation with feeling more depressed or calm

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Covid – Blessing in disguise? (No = 0, Yes = 1)	.45	.500	130
Depressed during covid? (No, more calm = 1, Depressed = 0)	.61	.490	130

Correlations

		Covid – Blessing in disguise? (No = 0, Yes = 1)	Depressed during covid? (No, more calm = 1, Depressed = 0)
Covid – Blessing in disguise? (No = 0, Yes = 1)	Pearson Correlation	1	.068
	Sig. (2–tailed)		.443
	N	130	130
Depressed during covid? (No, more calm = 1, Depressed = 0)	Pearson Correlation	.068	1
	Sig. (2–tailed)	.443	
	N	130	130

Confidence Intervals

	Pearson Correlation	Sig. (2–tailed)	95% Confidence Intervals (2–tailed)[a]	
			Lower	Upper
Covid – Blessing in disguise? (No = 0, Yes = 1) – Depressed during covid? (No, more calm = 1, Depressed = 0)	.068	.443	–.106	.237

a. Estimation is based on Fisher's r–to–z transformation.

Table 11 SPSS results on correlations Pearson's : People who feel that Covid is blessing is disguise, and the correlation with feeling more depressed or calm

This Pearson correlation figure is 0.068 which the two variants are weakly positively correlated. The results indicate that. When people feel that the pandemic is a blessing in disguise, it is weakly positively correlated to feeling more calm. The second value to look at is the 2-tailed significance level which is 0.443, in this case is much larger than the standard alpha value, 0.05, which means the correlation is highly insignificant to represent a major population.

Conclusions on the Results findings

The impact of the pandemic are mainly separated in a few focused areas: 1) Purchasing and lifestyle behavior, 2) mindset change, 3) Attitude or perspectives on the future in Hong Kong 4) Workstyle or mode of work. The respondents have given a comprehensive overview on their feedback and have been very supportive throughout the data collection process. Majority of the respondents come from different industry backgrounds under a senior position. Question formulations are designed to address the four focused impacts: emotional values and mindset of senior management under Chinese companies towards the pandemic and to explore whether there are changes before and after the pandemic.

The onset of the pandemic leading to border isolation and social distancing protocols, a period of fear and helplessness shadowing the entire Hong Kong community, businesses striving for new directions to maintain sales revenue, business closing, new

170

business opportunities pop up of a sudden in a matter of days, professionals choosing to leave Hong Kong and migrate to other locations, schools in Hong Kong moving from offline teaching to online teaching in days, children became isolated from their friends and much more. Indeed, Hong Kong people all went through an inevitable lesson, forcing them to create new perspectives and ways to maximize and optimize their effort to maintain good health, to continue the business operations, to maintain relationships with family and across other aspects in one's life. It is a research of new self-discovery and reflection that life can be in fact unpredictable and shall always be ready to face new challenges.

CHAPTER V:
DISCUSSION, IMPLICATIONS, AND RECOMMENDATIONS

5.1 Discussion on "How do younger generations, especially the millennium born group perceive a full-time job (e.g 9-6pm business hours 6 days per week)."

This research question implies key elements such as freedom, flexibility, anatomy, work life balance, enjoyment of things. On the opposite side will be confinement, time restrictions, fixed working hours, restrictions, and control. The results of this question could be an indication for employers and senior ranking staff to know why hiring candidates has been more difficult and challenging after the Pandemic, which the data from the research conducted also showed that participants do think that hiring good candidates are much more difficult now.

Recapture data from the Results section, the below precise survey question is to understand respondents' mindset, the question is framed into a scenario so that they will not focus on his or her existing circumstances but a new perspective, using "if" so to get the person out of a fresh mindset and a new context.

If you were to start a new company would you keep the traditional work at office protocol, unlike Covid stage?
130 responses
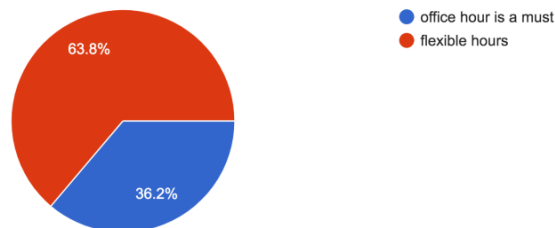
The purpose of this question is to understand the mindset whether they are more comfortable with flexible hours with more out of office hours and whether they prefer flexible hours or office hours. This question is good for senior management to get an idea what people think since the onset of the pandemic. From my observation and interviews with respective professionals, most tasks can be completed remotely with a laptop or notebook computer; thus, it is a natural tendency that people will opt for flexible hours where they can complete tasks without stationing within an office environment.

5.1.1 Pandemic brings out the merit of Remote work, which allows room for more happiness, and happiness can enhance productivity

Flexibility and self-controlled time management became a new job request and expectations since work from home proved possible. Results show that people value flexible hours while a minority of percentage prefers office hours. More people are creating their work from home office environments. A few significant factors listed below show us why remote office is preferred and is becoming a norm, which validates findings from the research.
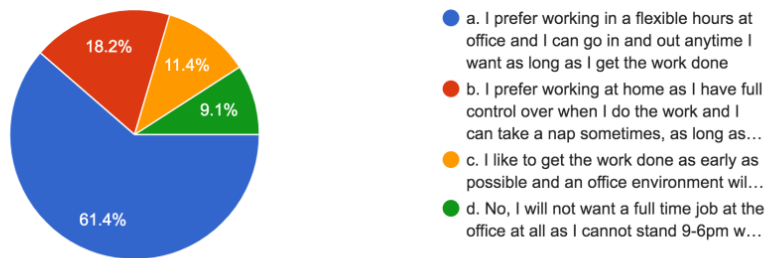
Remote jobs/ Work from home gives freedom and autonomy. Freedom comes from many trivial matters but could potentially take up lots of time too such as doing the

173

laundry, commuting back and forth, spending time dressing up just to fit the office context, lack of sleep, putting on and removing make-up. These activities could also potentially create intangible stress and pressure on one's life. Thus, whether self-employed or a worker at a company, remote work allows freedom physically and mentally in general. Clothing flexibility to location where to work as well as when to work, working remotely changed the entire understanding of work of the 9 to 6 office work. The reason why flexibility is important, if an employee is happier, it also means they are more effective and more willing to put time to work. If one is not happy at work, he or she will definitely want to run away from it as much as possible, so it is very much understandable why people want flexibility because it allows happiness to come. In the older age, from my interview conversation with some seniors they mentioned that worrying about being fired was a key concern to why employees work hard and stay overtime. Fear of getting fired, that fear was the key motivator to work hard and the environment back then in the 50s and 60s in Hong Kong was still impoverished. And the motivation from genuinely willing to work for the company's benefit rather than fear just to satisfy one's living is also a factor determining whether a worker wants to stay in the long run too.

5.1.2 The pandemic allowed many people to feel how work from home is like and has become a norm.

The question term I used is preference in the research question, whether flexible hours is preferred at a full time office work arrangement.

Would you prefer working full time with more flexible hours and arrangement?
44 responses

- a. I prefer working in a flexible hours at office and I can go in and out anytime I want as long as I get the work done
- b. I prefer working at home as I have full control over when I do the work and I can take a nap sometimes, as long as…
- c. I like to get the work done as early as possible and an office environment wil…
- d. No, I will not want a full time job at the office at all as I cannot stand 9-6pm w…

61.4% of the respondents suggest flexible hours is preferred and more task oriented instead of focusing on the contract hours whether they have to stay within a certain time frame for example, 9 to 6pm. 18.2% mentioned they prefer working from home with full control and would like to have naps, while 11.4% mentioned they want to get work done at an office environment as it will help them focus and work faster while the remaining 9.1% is an absolute no as they cannot accept a 9-6 office hour arrangement.

Remote work during the pandemic somewhat give us a taste of how working away from the office is like and people like it and there is no turning back to the

175

"normal" routine at office, while pre-pandemic it would be difficult to imagine what will happen if everyone does not work at office how can a company functions properly? In Hong Kong, there has been a downward trend in people leaving jobs since 2019, when Hong Kong was shadowed with the social unrest and the beginning of the pandemic, more than 220,500 workers left the labor market over the previous 4 years, and just 2022 alone, 94,000 workers left their job. (SCMP, 2023). From the respondents' age group, those who left Hong Kong to immigrate to other countries are mainly in the mid to higher ranking career segment.

With the taste of remote work established since the pandemic, there is no turning back to a normal 9-6pm. There are also much more job choices who gives decent pay, for example, freelance as a content writer, each post value could be as much as HKD30,000 for a celebrity in Hong Kong or even more, and just an influencer alone is approximately HKD 1000-2000/Facebook or Instagram post. There are many more ways to earn money and for a living apart from working as an office worker.

The implications from this research outcome reveal that work from home or remote work will continue to be a norm and companies who are supportive to this system will continue to fine tune the implementation and redesign work, but there are still a minority percentage of workers and employers do not believe in Work From Home or remote work and will face a challenge in hiring good candidates because the selection pool has shrinked and that is why people say hiring has become difficult. Hong Kong is too small to fully implement work from home protocol unlike the United States.

Commuting to the office can take hours. Hong Kong is too small to use commuting as a factor for remote work.

The reality is that many Gen Z in Hong Kong and children with financially stable parents can still support their children financially and more parents would rather their children continue to pursue higher degree education than start their career early, many of the younger generations who just graduated do not immediately jump into the job market, they basically travel or pursue further studies as they do not have the urgency and burden to work to take care of the family financially. Along with the low birth rate, with emigration flood, these factors altogether explain why hiring good candidates has been so difficult these days.

Hiring will only continue to be a challenge and this is not going to change in the coming years, to hire full time candidates who want a stable and long term career and at the same time willing to work very hard for the company's goal is getting rare, candidate job skills and company's demands in skill set mismatch is also a factor, for example, a company might need someone to know how to use certain computer software or technological tools while candidates in the market are not yet equipped with such type of skill sets. Corporate Sales and Business development roles seem to be facing the most challenge in hiring based on discussion with respondents.

Recommendations:

 What can companies do to close the gap ? Companies can consider allocating more resources on internal training to staff and upskilling to retain talents, uplift and ensure a positive culture among teams, and also provide more options and benefits to

177

ensure work-life balance is in place as well as to consider financial initiatives program such as performance bonus and commission scheme once they meet a certain target. Moreover, management might also need to re-consider their demands in job skills and also restructure the roles required to fulfill their business goals. Further research studies can be on what training programs can be offered for companies and whether government can also provide government funding to small and medium enterprises on these training programs, which will be very helpful to companies who are struggling in sales and revenue income, they might not have extra budget to allocate resources for these training programs, and with these funding supports, companies can focus more on talent retention on their existing staffing.

5.1.3 Work from Home perceived productivity rate working from home versus office work in Hong Kong

Literature reviews support the notion that working from home is positively related to increasing productivity. Data collected from respondents also aligned with the literature obtained across different sources. While those respondents who disagree are mainly because an office environment will help focusing and getting things done faster and quicker, which is also in agreement across the respondents who are under Millennial and Gen X group.

Respondents' perceived productivity rate reflects how productive they feel about their work. To me, an actual study on real productivity rate on work from home versus office work is not significant as the results shown could only reflect the period of time

that was conducted and tasks varied over time. Thus, results revealed that respondents' perceived productivity working at home is relatively higher than working at office, even though they might have to spend longer hours to complete a task they enjoy frequent breaks and that allow them to get mental and physical breaks. Ideas come when one is at a relaxed state of mind, a confined office environment context might not be helpful with brainstorming and ideas generation, which ends up requiring more time to finish a specific task.

Before the pandemic, such bold discussion on whether perceived productivity is better at home or office is a luxury, but after these few years of time where people are "forced" to have a taste of working out of office and somehow proving it is also feasible triggers all of us to rethink and redesign how work can be done more efficiently and effectively. We start to think about redefining how tasks can be done. I personally work for a company that is with a strong Chinese traditional mindset and ethical values of working hard is the basic virtue and there is no free lunch, and the top management is very strict with working 5.5 days alternative Saturday work week and still reluctant to make changes to 5 days work week which is already the norm. Hiring has been extremely difficult for us as candidates request 5 days' work week and when they hear 5.5 alternative work weeks, they reject the offer. Secondly, our top management believes if the person shares the same vision and working value and mindset, he will put effort while he will get a job and financial satisfaction in return. Thus, what I would like to bring out is even though working from home is a norm now, Chinese companies in Hong Kong

still value and prefer to have their colleagues working at the office as a team and teamwork drives motivation thus work efficiency.

Though results also show that hybrid working mode is preferred, fully implementing this protocol is actually very challenging for the following reasons. Administration will need to have a properly designed system to monitor who works at home and who is not, managers need further control to ensure the entire work flow and participants' communications can be coherent, data security access, engagement level is a concern, company culture becomes fragmented. After all, the hybrid model is a new way of working though it has advantages and disadvantages and this is the overall macro trend. Whether hybrid models shall be implemented depends on the management and leader's perspective and whether the company's structure has sufficient resources to execute this while ensuring results are optimized and this view applies to any company whether it is a Chinese company or western company.

5.1.4 Zoom meeting effectiveness when comes to relationship building in Hong Kong Chinese Companies

Results show that face to face meeting is still preferred over Zoom when comes to relationship building in Hong Kong. Hong Kong is a concentrated location and meeting physically is in a matter of minutes. Hong Kong people preferred meeting face to face as it generates emotions and form bonding that cannot be replaced by digital meeting tools. Business networking events are popular after-work company events to generate new

business leads; thus, people in Hong Kong enjoy happy hours to build team relationships and connections too. Zoom can be a helpful tool but not a replacement. Zoom can be a helpful tool for company announcements or for multiple parties meeting and such a way can save some traveling costs. Digital meeting tool has to be used wisely and considered its applications based on circumstances and purpose of the meeting, but not a replacement.

Zoom or digital meeting platforms were actively utilized in Hong Kong under Chinese companies during the pandemic due to social distancing and work from home protocols. The effectiveness had to be optimal otherwise a company will suffer in performance, which is a consequence that no companies can afford. Out of the pandemic factor, Zoom or digital tools might not be the best way for business relationships, but when it is working relationships, it might be useful for internal team meetings if the relationship is well established. Face to face meetings usually lead to more meaningful business relationships, and it emphasizes more on the human connections that require full attention of the person. And you can get to know the person's personality by studying his facial expression, his immediate reactions and body language; these are clues for us to understand a person more and will not be disrupted by muted mics, poor internet connection or accidentally overlapping each other's conversation. Sometimes online meetings will have difficulty in hearing one meeting speaking and it is difficult to have a fluid creative collaboration, and at the same time it feels that the other person is not focusing on what you are talking about as most of the time they will be multitasking. Secondly, online virtual meetings might also take lots of time in settling the online

connections and screen set up and those take up time as well. Thirdly, online meetings do not help clients or employees to get to know each other deeper. However, virtual meetings are definitely much more cost effective than traveling in person. Thus, there are pros and cons for both meeting methods and leaders have to be very wise in deciding what tools to use before each meeting topic is set up.

5.1.5 Purchasing behavior: online versus offline

Majority of the client has transited to online payment over the pandemic, fear of contracting the disease, self-protection and convenience are some factors that trigger an increase in online purchasing. Business owners who can transit quickly enough during this period of time gain better advantages over those who were not able to do so as quickly. Pandemic was a special period where people were forced to change their purchasing behavior pattern and this period also encouraged more online payments and e-commerce business opportunities in Hong Kong. Clothing business, Food and beverage business, or jewelry business as well as more small business owners creating Instagram shops to draw buyers as well. Sharing new items and giving more information through Facebook and Instagram post, filming videos to allow people to understand the usage becoming popular, especially the use of reels, more people are using these channels to capture likes and views, and shares.

People in Hong Kong start to use payment gateways like PayMe, Alipay, WeChat Pay, Tap and Go, and Octopus much more because of the Consumption Voucher which is government support funding to eligible Hong Kong citizens to trigger

182

consumptions. Thus, these are digital payment tools that Hong Kong people must register before getting these funds which trigger further online shopping behavior.

Safety is also a concern when purchasing online but with the government supporting digital pay there is much more confidence and generally Hong Kong people accept this way of payment over offline for necessities items.

Offline is preferred when purchasing luxury items or fresh food. Hong Kong shoppers like to see things physically, have a feel and understanding of the item as well as gathering sufficient information from the salesman before deciding on the purchase. Especially purchasing furniture items, unlike China, where most people purchase through Taobao or T-mall, Hong Kong people prefer seeing these furniture first to have an idea of the material before buying. There is a significant difference in buying behavior in Hong Kong compared to China as Hong Kong is such a small place and accessible to everywhere easily.

Hong Kong people prefer to buy online after seeing the item offline. Usually, they will visit a few shops to do comparisons and will then make the final purchase online. So therefore, it is important to have both purchasing channels available to ensure owners can capture different purchasing patterns consumers to maximize revenue.

Information wise, marketing and advertising have been more social media focused since pandemic, offline billboard experiences a significant drop since the pandemic and the pricing of offline advertising billboard dropped by almost 80% fee. People are more

183

engaged in sharing information and online customer reviews also somewhat gains credibility among certain customer groups.

Business since pandemic starts to share more of their product information by drafting social media posts with nice graphics as well as video instructions, they utilize YouTube video and shorts and Facebook reels to generate brand recognition and awareness.

5.2 Conclusion and Recommendations

In conclusion, purchasing behavior in Hong Kong through online channels will continue to place increasing significance, while rather luxurious items such as furniture items and premium brands will still have offline views and customer support. Online to offline (O2O) will be the primary consumer behavior in the coming years. With rental fees also continuing to be on the high side, more businesses are moving online, collaboration and cross over brands will also be a relatively cost-effective way to enhance brand awareness too. Businesses need to be careful on considering their main target segment before deciding what channels to place more focus on. Since Covid there are a higher percentage of small fashion buyers sourcing from Korea and reselling online markets, this trend will continue as the pandemic has altered what people think of work. Work does not mean working at an office and there are many opportunities to earn a living. People are looking for multiple sources in generating income sources instead of focusing on the day job like the older generations. People treasure freedom and work life balance more than ever post pandemic. Management also needed to spend more time to

investigate their objective and job scope for each colleague and review team targets and ways of achieving them. The fact that people no longer like to work in an office environment is going to increase and management needs to be prepared to tackle their potential turnovers upcoming especially the younger generations might come to try work for a while and then leave for another job. Job hopping is also going to be a trend among younger generations and management should take no surprise and be prepared. The Human Resources department should keep recruitment efforts ongoing without interruptions because the job market is currently quite versatile. Many companies face colleagues leaving the company right after training and are very hurtful to the company operations and turnover as well as future planning. Companies are currently facing potential overstaffed or understaffed and constantly workers are facing burnout. Managers also need to be more considerate and lenient to staff who experience low mood swings that can be disturbing to team spirit. Whether it is a colleague role or managerial role we are all facing an era of transitioning and we all need to be considerate while being prepared for potential disrupted changes within the workforce in the company. Future research shall be conducted on what employees are looking for apart from their office work life such as what they would like to incorporate for them activities and team building, or corporate activities that can include their family members as well. Managers who treasure the talents should consider uplifting their staff benefits protocol to keep them in place to reduce turnover rate. Ultimately, this dissertation served the purpose to allow working professionals in Hong Kong to understand what colleagues treasure and

value most after the pandemic that is no longer to be the same compared to pre-pandemic

and social unrest age.

Survey for cover letter to respondents.

[Date]

Dear Participant,

My name is Kei Kei and I am the Founder of EKOBOR Office Ergonomics Furniture. Nice meeting you here on LinkedIn! I am currently working on research related to **Impact of the pandemic on workstyle and lifestyle among Professionals** for my assignment.

All the info collected is confidential and only for research purposes only. Please do your best to answer based on your personality or perception, no right or wrong ! Thanks so much for your help !

Could you please kindly help and take a few minutes to fill out the survey for me? :) Your help is highly appreciated!

Once again, Thank you very much for your kind help!

Best Regards,

Kei Kei

[Date]

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