Index

ability, 54, 57, 63, 66, 83 ability test, 54, 62, 63, 66, 73, 74 acquisition, 172, 191, 197–199, 201–205, 207 administration, 20, 27, 30, 31, 171 administrative expert, 2 adverse impact, 74, 110 ageing, 4, 14, 16, 35, 161 ageing population, 14, 16, 35, 161 algorithms, 2, 24, 28, 117, 174, 181, 219 American Society for Training and Development (ASTD), 90 analytics, 2, 3, 4, 10, 14, 27, 29, 31, 32, 41, 43, 44, 171, 172, 174, 176, 179, 180, 181, 182, 184, 185, 187, 218, 219, 222 predictive analytics, 182, 183	benefits, 5, 6, 11, 16, 19, 20, 21, 26, 30, 130, 131, 132, 133, 144, 145, 146, 147, 150, 153, 156, 157, 1581, 160, 161, 164, 166, 171, 172, 184, 127, 188, 194, 206, 219, 222 benefits administration, 20 bias, 64, 67, 111, 112, 113, 124, 175, 180 big date, 24, 41, 42–44, 91, 97, 98, 100, 105, 118, 174, 217, 218 big data analytics, 41 bonus, 23, 110, 112, 115, 129, 130, 132, 133, 139, 140, 141, 176 discretionary bonuses, 21, 135, 139–140 retention bonus, 203 British Psychological Society (BPS), 65, 70 business partner, 9, 137, 166, 214, 218, 220,
anti-discrimination ordinarces, 35, 74,	221
157–158, 163, 215	business partnership, 5, 8, 133, 215
applicant tracking system, 2, 30, 45, 174, 184	business strategy, 131, 132, 133, 134, 164, 195, 198, 199, 202, 204, 219, 220, 221
application forms, 73	
online application forms, 73	California Personality Inventory (CPI), 65
application service provider (ASP), 28	candidate experience, 2, 43, 44, 57, 69, 80
aptitude tests, 54, 62, 64, 66, 72, 73	career opportunities, 23, 130, 166
artificial intelligence (AI), 2, 3, 28, 44–46,	central tendency, 113
68, 84, 171, 178, 181, 219	certification, 180, 213
Asia Pacific Federation of Human Resource	change agent, 2, 100, 205, 206
Management (APFHRM), 7	change management, 94, 185, 191-207
assessment centre, 19, 21, 30, 67–73	Chartered Institute of Personnel and
Association for Talent Development (ATD),	Development (CIPD), 7, 164
90	chatbot, 2, 28, 53, 174, 181, 185
attitudes, 4, 16, 22, 91, 164, 165, 205, 206, 215	cheating, 61 candidate cheating, 65–67
augmented reality (AR), 3, 29, 95, 171, 178	China factor, 213–214
	cloud, 3, 44, 171, 172, 173, 174, 175, 182
base/basic pay/salary, 23	cloud computing, 28, 30, 185, 187

coaches, 32, 70, 71, 72, 76–79, 196, 221	digitization, 91, 95, 97, 98, 100, 102
coaching, 3, 10, 21, 33, 56, 61, 65, 98, 101,	Disability Discrimination Ordinance, 157
103, 108, 116, 119, 123, 125, 130, 173,	discrimination, 85, 111, 158, 163, 166, 167
176, 177, 181, 196	disputes, 20, 35, 36, 152, 163
interview coaching, 57	labour disputes, 11, 35, 152, 163, 162–164
collective bargaining, 34, 160–161, 163, 216	disruptive HR technology, 3-4
commissions, 55	disruptive innovation, 170
commitment, 2, 15, 21, 26, 76, 82, 124, 125,	disruptive technology, 170–188
142, 147, 164, 202, 203, 204, 205, 206,	diversity, 14, 15, 16, 42, 84, 145, 215, 216
207, 214	workforce diversity, 4, 14
emotional commitment, 164	drivers of change, 91
rational commitment, 164	<i>5</i>
communication, 164–166, 167, 196, 200,	e-compensation, 30
204–205, 219	e-learning, 30, 176, 177, 204, 219
company board, 5–7, 9	e-performance management, 30
compa-ratio, 111, 115, 136, 138	e-recruiting, 30
compensation and benefits, 5, 6, 11, 130,	e-selection, 30
132, 166, 171, 184, 188, 206, 222	electronic human resource management
competency/competencies, 2, 3, 8, 64, 67,	(e-HRM), 29, 30
71, 74, 117, 123, 220	employee advocate, 2, 4
Competency Model, 206	employee charpion, 2, 166
Competency Standards, 8	employee engagement, 4, 6, 11, 110, 115,
competency-based interview, 73	117, 119, 122, 152, 153, 163, 164–166
core competencies, 96, 101, 102, 104	employee referral, 15, 20, 53
competency framework, 7, 64, 101	imployee relations, 6, 9, 11, 152–167
Computer Adaptive Testing (CAT), 63	employee self-service (ESS), 31, 173, 182
Confederation of Trade Unions (CTU), 36,	employee wellness, 11, 145, 147–149, 187
157	Employees' Compensation Ordinance
consistency, 66, 67, 71, 112, 117	(Chapter 282), 153, 154
consultants, 25, 76, 101, 104, 144, 176, 182,	employer branding, 2, 21, 30, 69, 75, 218
187, 199, 201, 202, 203, 204, 205	employment branding, 216
continuous contract of employment,	employment brands, 173, 176
153–154, 216	employment contracts, 34, 35, 158, 159
continuous contract, 153	Employment Ordinance, 34, 35, 146, 153,
contract for service, 154	154, 155, 156, 160, 161, 163
contract of service, 154	employment relations, 11, 34, 35–36, 152
contracting out, 156	Enterprise Resource Planning (ERP)
contractors, 15, 36, 101, 155	system, 28, 172
critical incident, 125	extrinsic rewards, 17, 130
Cross-Industry Training Advisory	evidence-based approach, 4, 32, 219
Committee (CITAC), 8	evidence-based approach, 1, 32, 217
crossvergence, 16	Facebook, 28, 46, 47, 50, 52, 53, 56, 172,
culture, 15–18, 214–216	179
Chinese culture, 34, 113, 114	facial expression, 45, 85
Chinese culture, 54, 115, 114	=
data protection, 219	faking, 66, 67, 80 family status, 35, 158
	Family Status Discrimination Ordinance,
data security, 185	157
database, 28, 48, 174	
development centre, 67–73, 76, 77	favouritism, 109, 113
digital transformation, 170–188	Federation of Trade Unions (FTU), 36

feedback, 69, 116-117, 76-77, 121 HR portals, 19, 28 fixed pay, 133 HR Professional Standards Model, 7, 206 forced ranking, 110, 112, 115, 122 HR reports, 31 functional expert, 2 HR roles, 3, 52, 92, 225 Fundamental Interpersonal Relationship HR strategy/strategies, 9, 12, 13, 19, 25, Orientation (FIRO), 65 166, 212, 219, 220 HR technology, vii, 3, 9, 10, 11, 14, 27, 171, game-based assessment, 79, 174 172, 179, 182–190, 217, 218 gamification, 10, 52, 68, 79-84, 175 human capital developer, 2 gamified assessment, 79-85 human capital management, 2 Generation X, 17, 51, 100 human resource department, 42, 93, 94 Generation Y, 17 human resource information system Generation Z, 17, 49, 50, 80, 146, 181 (HRIS), 5, 11, 143, 217 gig economy, 155, 181 human resource management profession globalization, 4, 10, 14, 16, 19, 49, 51, 144, (HRM profession), 9, 13, 217, 219 194, 212, 214 human resource management professionals Graduate and Managerial Assessment (HRM professionals), 9, 219 (GMA), 63 strategic human recource management graphic rating scale, 125 (strategic HRM), 39 group discussions, 72, 73, 101 traditional and snort-term HRM, 141, 194, 213 halo effect, 114, 127 hygiene actors, 152 health and safety, vii, 29, 35, 148, 159, 163, 178 idemity, 37, 45, 158, 168, 199, 201, 202 Incentive, 110, 115, 130, 133, 141, 142, 191, hierarchy, 22, 124 High Performance Work System, 2 Hofstede, 113, 126, 199, 200, 210 industrial/organizational psychology, viii, Hogan Assessment, 64 87, 88, 126, 127, 128, 208, 209, 210 holidays industrial relations, ix, 34, 37, 223 public holidays, 156, 217 information system, 5, 11, 29, 99, 118, 143, statutory holidays, 153, 156 Hong Kong Institute of Human Resource information technology, 27, 106, 210 Management (HKHRM), viii, 7 inherent requirements, 144 Hong Kong Management Association Instagram, 28, 46, 47 (HKMA), 7, 13institutional permissiveness, 34 Hong Kong People Management institutional theory, vii, 19, 34 Association (HKPMA), 7 insurance, 65, 77, 142, 147, 158, 160, 181, Hong Kong Psychological Society, viii horn effect, 113 internet, 25, 28, 29, 30, 82, 87, 96, 141, 174, HR analytics, 32, 39, 58, 171, 179, 182, 187, 187, 189, 209 222 internship, 26, 44, 55, 56 HR audit, 209 interventionary HR, 2 HR Business Partner, viii, 5, 6, 9, 13, 133, interviewing, 10, 44, 45, 49, 58, 84, 85, 86, 173, 174 HR career ladder, 8, 13 digital interviewing, 45, 84 HR certification system, 213 video interviewing, 58, 84, 85, 86, 173 HR competency/competencies, 2 intrinsic rewards, 17, 125, 129, 130 HR dashboard, 31, 32 HR leader, 2 job analysis, 74 HR magazine, 7 job description, 24, 26, 195

job evaluation system, 19 sick leave, 153, 155 job satisfaction, 4, 26, 164 legal compliance, 13, 27, 83, 93, 95, 102, job specification, 8, 223, 225 135, 152, 157, 172, 180, 204 legal environment, 4, 5 Kirkpatrick Four-level Training Evaluation, leniency, 113 LinkedIn, 6, 13, 28, 44, 46, 47, 49, 51, 53, knowledge workers, 4, 10, 14, 16, 38, 213, 56, 58, 87, 97, 106, 172, 174, 176, 177, 178, 179, 189 knowledge-based economy, 4, 16, 37, 213, long service payments, 153, 160 218 machine learning, 2, 24, 28, 43, 45, 68, 181 Labour Advisory Board (LAB), 167, 168, mainland Chinese companies, 20 Management by Objectives (MBO), 125 Labour Department, viii, 13, 35, 36, 162, management of change, 191 163, 167, 168, 169 manager self-service (MSS), 31 labour disputes, viii, 11, 35, 152, 162, 163, Mandatory Provident Fund Scheme (MPF), 164 31, 153, 155, 160, 161 labour laws, 35, 40 Mandatory Provident Fund Schemes labour market, 16, 19, 20, 24, 34, 35, 62, Ordinance (MPFSO), 153, 155, 160, 159, 219 labour shortage, 16, 161, 213 manpower, 7, 193, 209, 213, 214, 215, 218 Labour Tribunal, 35, 162, 163, 169 manpower and cost planning, 214 Labour Tribunal Ordinance, 35, 162, 163, manpower planning, 214 169 manufacturing, ix, 4, 12, 16, 20, 33, 72, 218 law/laws, 9, 10, 11, 14, 33, 34, 35, 36, 37, 40, market position, 133, 138 Massive Open Online Courses (MOOC), 51, 128, 145, 152–169, 171, 194, 215, 217, 223 leadership, vii, viii, ix, x, 3, 4, 10, 15, 22, 54, maximum performance, 62, 66, 86 60, 61, 67, 69–79, 86, 94, 95, 98, 101, measurement, 42, 64, 78, 82, 116, 183 102, 104, 119, 120, 124, 133, 164, 165, mergers, ix, 20, 197, 198, 208, 209, 210 175, 192, 198, 199, 201, 204, 205, 206, mergers and acquisitions, ix, 20, 197, 198, 207, 209, 210, 220, 221 208, 209, 210 leadership assessment, viii, ix, 10, 71, 73, 74, merit increase, 112, 134, 135, 136, 138 75, 76, 77, 78, 79, 86 merit pay, 110, 111, 115 learning, v, vi, 2, 3, 9, 10, 12–14, 16, 24, microlearning platforms, 177 28, 29, 30, 41, 43, 44, 54, 68, 76, 79, millennials, 16, 17, 37, 38, 49, 50, 51, 58, 59, 90–106, 120, 131, 142, 171–182, 184, 80, 100, 101, 119, 151, 181 185, 187, 188, 203, 204, 213, 215, 219, Minimum Wage Commission, 34, 147, 168 220, 222 Minimum Wage Ordinance, 34, 157, 166 learning analytics, 3, 106 Minnesota Multiphasic Personality learning and development, 90-106 Inventory (MMPI), 65 learning and development officer, 102, 103 Minor Employment Claims Adjudication learning experience platforms, 177, 184 Board, 35, 162, 169 mobile learning, 30, 95, 176 learning management system, 30, 98, 99, 106, 177 mobile platforms, 98, 173 mobile technology, 119, 185 leave annual leave, 129, 145, 150, 153 motivational distortion, 66 maternity leave, 125, 146, 150, 151, 156 multinational corporations (MNC), viii, 16, paternity leave, 35, 145, 146, 150, 151, 19, 20, 172 153, 216 Myers Briggs Type Indicator (MBTI), 65

natural language processing, 2, 181, 219 personality tests, 66, 73 networks, 26, 28, 44, 47, 165, 172, 173, 180, person-job match, 48, 49 person-organization match, 24, 45, 48, 49, 190, 203 non-interventionary HR, 34, 87, 127 78, 136, 193, 195, 214 norms, 63, 64, 67, 112, 196, 199 personnel management (PM), 165 planning, 3, 6, 12, 13, 16, 24, 28, 30, 32, 51, Occupational Personality Questionnaire 52, 67, 69, 73, 75, 76, 86, 96, 97, 100, (OPQ), 64101, 120, 135, 147, 150, 172, 179, 184, online personality test, 66, 73 199, 202, 214, 215 online platform, 46, 48, 96 platform as a service (PAAS), 173 Oracle, 28, 29, 172, 174, 175, 177, 180 political environment, 10, 33, 166, 217 organizational changes, ix, 193 power distance, 113, 124, 199, 200, 204 organizational culture, 6, 62, 124, 199, 201, predictive, 2, 32, 43, 63, 64, 174, 179, 181, 204, 205, 206, 218 182, 183, 185 organizational development, 94, 101, 209 predictive analytics, 182, 183 organizational performance, 2, 3, 32, 108, predictive hiring, 174 192, 196, 208, 209, 210 pregnancy, 156, 163 organizational structure, 24, 27, 94, 105, programme 204, 212 online programme, 95, 99, 100, 102, 103 virtual programme, 98, 99, 100, 101, 103, outsourcing, 30, 36, 105, 106, 160, 189, 214, 218, 219, 221 104 Project Oxygen, 32 pay differentiation, 135, 136 psychometric tests, vii, 10, 21, 30, 61, 63, 65, pay-for-performance plans, 3, 121, 123, 133, 73, 85, 86 135, 138, 143 public holidays, 156, 217 delinking pay to performance, 122 pulse surveys, 175, 176 linking pay to performance, 122 pay mix, 133 Qualification Framework (QF), 8, 220 payment in lieu of notice, 162 payroll, 20, 26, 30, 134, 138, 172, 184, 188, Race Discrimination Ordinance, 157 189, 219 ranking, 110, 112, 115, 119, 121, 125, 200 people analytics, 172, 182, 185, 190 rater bias, 113 people management, 2, 7, 22, 96, 98, 101, ratingless, 121, 125-126 136, 164, 171, 173, 192, 205, 306, 211, Raven's Progressive Matrices, 63 219 reaction, 75, 77, 81, 99, 121, 197, 199, 201, performance appraisal, 7, 10, 20, 30, 31, 221 107–118, 122–128, 132, 137, 142 reasoning tests, 63 performance management system (PMS), recency effect, 113 107-128 recognition, 7, 20, 34, 54, 121, 130, 131, performance management cycle, 107, 108, 134, 141–142, 149, 165, 176, 181 109, 123, 126 recruiting, 10, 27, 30–32, 42, 44, 46, 48, performance feedback, 113, 122 52–53, 57, 134, 157, 172, 174, 177, 182, performance ratings, 111, 113, 116–122, 213, 215, 219 126–128, 135, 137, 139, 140, 144, 149 recruitment, 2, 10–11, 15, 20–21, 24, 26, performance-related pay (PRP), 128 28–29, 41–43, 45–48, 50–58, 61, performance standards, 113, 116, 124, 125 63–69, 74–75, 79–86, 94, 131, 157, 171, personal credibility, 183, 187, 190 173–174, 176, 180–181, 187, 195, 206, Personal Data (Privacy) Ordinance, 82, 100, 215, 218 recruitment platform, 45, 48, 174

redundancy, 28, 156, 160, 197

personality questionnaires, 62-66, 72, 86

re-engineering, 97	Specification of Competency Standards
reference checks, 174	(SCS), 8
referral, 15, 20, 25-26, 53, 174	stack ranking, 112
reliability, 117	staffing, 171
remuneration, 129, 131–133, 145, 154	standard working hours, 35, 158-159, 167,
resource-based, 19	216
resources, 1, 5, 19, 22, 27–29, 44, 53, 55–56,	start-ups, 23–27, 37, 41, 49, 52, 84, 171
68, 92–97, 115, 120, 145, 164, 177, 188,	statutory holidays, 153, 156
193, 197	strategy, 5, 7, 32, 44, 72, 101, 120, 130,
rest day, 153	131–135, 142, 149, 164, 180, 195,
retention, 11, 44, 75–76, 134–135, 138, 143,	198–199, 202, 204–205, 218–221
164, 179–180, 187, 199, 202–205, 207,	strategic HR roles, 6, 188, 206, 218
213, 215	strategic human resource management, 2
retirement, 11, 16, 31, 34–35, 100, 146, 156,	strategic partner, 12
159, 161, 215–216	strictness, 113
retirement age, 16, 35, 100, 161, 215–216	strike, 4, 35–36, 194, 216
retirement schemes, 16	subcontractors, 35
return on investment (ROI), 83, 197	succession planning, 3, 5, 73, 75, 86, 184,
rewards, 3, 9–11, 17, 23–24, 108–109, 111,	215
117–118, 120–122, 125–126, 129–144,	surveys, 7, 31–32, 101, 152, 164–165, 171,
146, 148–149, 154, 165, 194, 196, 206,	175–176
219–220	1
rewards management, 10–11, 23, 109, 118,	talent, 2, 4, 5, 6, 9–11, 20–21, 24, 26–27, 29,
129, 219	32, 41–48, 50–54, 56–58, 61–62, 65, 67
rewards management strategies, 11	72–73, 77–81, 83–86, 90–91, 94, 97,
total rewards strategies, 9–10, 129,	101, 118, 120, 122–123, 130, 132–135,
133–134, 144, 149	138, 144, 149, 171–177, 181, 183–184,
robotic process automation, 2, 181–182	187, 197–199, 202–206, 214–217, 219, 222
robots, 28, 218	
SAP, 28, 172–173, 177, 180	talent acquisition, 2, 5, 9–11, 43–44, 46–47, 50–51, 57–58, 65, 138, 171, 173–174,
scores, 32, 67, 69, 113	184, 187, 216, 222
service economy, 212, 214	talent assessment, 9–10, 61–62, 67, 73,
severance payments, 216	79–80, 83–85, 174
Sex Discrimination Ordinance, 157	talent management, 2, 6, 65, 67, 118, 123,
simulations, 3, 67, 71–72, 178	149, 171–173, 177, 184
skills, 2–3, 9–10, 12, 16, 22, 27–28, 30, 32,	talent retention, 11, 134, 199, 202, 203–204
54, 57, 62, 71, 78–83, 90–91, 93, 95–98,	talent shortage, 214
101–105, 109, 116, 134–135, 143, 149,	team management, 171, 173, 176, 181
164, 170–171, 174–175, 177–179,	teams, 3, 5, 27, 31, 53, 81, 93, 95, 119, 142,
182–183, 187, 193, 196, 206, 212–215,	147, 149, 172–173, 180, 182, 220
217–222	technological environment, 27
Small and Medium Enterprises (SME),	technology, 3–4, 9–11, 14–16, 24–32, 41,
19–20, 25, 27, 49, 100, 115, 157	49–50, 52, 56–57, 62, 68, 80, 82, 84–86
social desirability, 66	95, 97–98, 100–101, 103–104, 118–119
social media, 28, 30, 41, 46–48, 50, 52–54,	121, 134, 146, 164, 170–174, 179,
56–58, 82, 144, 164, 182, 218–219	182–188, 212–213, 217–218
Society of Human Resource Management	total quality management (TQM), 193
(SHRM), 2, 53	total rewards, 3, 9–10, 118, 129–134,
software as a service (SaaS), 23, 28, 172	136–138, 141, 143–144, 146, 148–149