

Відгук офіційного опонента

д.е.н., професора, професора кафедри менеджменту
ім. проф. Й.С. Завадського НУБІП України

Резнік Надії Петрівни

на дисертаційну роботу аспірантки кафедри менеджменту імені
професора Л.І. Михайлової

Хуо Чжіпін (Huo Zhiping) на тему: «**Управління розвитком людських ресурсів в контексті старіння населення в Китаї**» (англ. «**Management of human resources development in the context of aging population in China**»),
поданої на здобуття ступеня доктора філософії з галузі знань 07-управління та адміністрування за спеціальністю 073 - «Менеджмент»

Relevance of the research topic. Nowadays, the aging of population has become a major social problem facing the world, as well as a strategic issue concerning the economy, social development and population policies of various countries. To solve the problem of aging population structure, many solutions have been put forward in the academic and political circles, such as extending the retirement age, encouraging the birth of children, and introducing foreign young labor force. Europe's experience suggests that immigration policy can alleviate the aging situation to a certain extent, but only to treat the symptoms, and there will be a series of other problems such as aboriginal unemployment increase, ethnic contradictions, crime rate rise. However, it is difficult to change the policy in a short time when the fertility intention is reduced to a certain extent, and it still takes some time for the newborn to grow into the labor force. Therefore, the World Health Organization has put forward the proposal of active aging, in which the elderly should no longer be a burden to society but should actively participate and become an important part of social development.

The development of elderly human resources is of great significance for China to successfully cope with the impact of population aging and maintain the sustainable development of economy and society. This dissertation studies the development of human resources for the elderly in the context of population aging, focuses on the analysis of the reasons for the development of human resources for the elderly from multiple perspectives, and finally puts forward countermeasures and suggestions to solve the existing problems in the development of human resources for the elderly.

Connection of work with scientific programs, plans, topics. The scientific research of the dissertation work was carried out in accordance with the thematic plan of research works of the Sumy National Agrarian University (Ukraine) within the framework of the theme «Development of management in the conditions of international integration processes» 2019-2023 (state registration number 0119U001336), within which the author investigated the main trends and evaluated foreign experience of personnel management of an educational institution.

The scientific novelty of the obtained results consists in the conceptual substantiation of the problem of forming a strategy for managing the development of human resources in the context of the aging of the nation in China in the conditions of globalization transformations. The scientific results are reliable and in their scientific essence can be presented as follows:

First received:

- a conceptual proposed substantiation of the problem of forming a strategy for managing the development of human resources in the context of the aging of the nation in China by way of the specific ability of society to support and, using implicit and explicit compensators if necessary, to restore and improve its own structure in the

context of social strata according to a number of significant parameters, in particular with regard to the level of economic activity, as well as were optimized educational, professional and competence training of the population, on the basis of which the proportions of the production of human intellectual and physical capital, the intensification and continuity of production is ensured, and the level of public welfare increases;

Improved:

- theoretical and methodological approaches to the interpretation of the category of development of aged human resources as a process of mobilizing, utilizing and developing aged human resources of all classes and types in the whole society by using various ways, such as education, training, dispatching and cultural construction;

- an indispensable factors of the management of human resource development in the context of aging population, such as «age», «gender», «economic status», «health status», «skills», «pension» and the «education level» for the solution of a number of socio-economic issues: reducing the economic «load» from the elderly; activation of the social function in the management of the processes of development of the province's economy; increasing the efficiency of distribution of medical and pension resources.

- were systematized theoretical foundations, were deepened concepts and was formed a methodological approach to ensure the management and evaluation of the effectiveness of the implementation the processes of population aging, thanks to which it is possible to formulate effective strategies for socio-demographic development, ensure income guarantees for people of different age categories, improve the state of health and increase the well-being of all citizens.

Further development took place:

- Principles, methods of applying the priority is to involve the elderly in full-fledged economic reproduction through the intensification of the accumulation of

human (intellectual) capital and the rationalization of the structure of expenses for social support of the elderly and investments in socio-economic development;

- are proposed the content and substantiation of the problem of forming a strategy for managing the development of human resources in the context of the aging of the nation in China by globalization transformations by the specific characteristics of aging human resources like human capital and time limit;

- improving the theoretical and methodological apparatus for assessing the influence of socio-demographic factors on the dynamics of economic development.

Theoretical and practical significance of the results of the dissertation. The main goal of the study was to actualize public interest in this issue. Therefore, the practical significance of this research lies in the involvement of specialized experts from all types of ministerium, in particular medical, social service providers in the development of a mechanism for implementing the best examples of world experience in geriatric support as a method of improving the standard of management human research development in the context of aging population in China. The conclusions and results obtained during the research provided an opportunity to verify the hypotheses laid in its basis, and their complex generalization, in turn, provides options for making a number of proposals that have not only theoretical, but also practical value. The results can be applied in the management activities of ministries and agencies, local self-government bodies, which take care of regulation of social relations in society, development and implementation of socio-economic policy. The conclusions and other materials of the study should be applied in the development of the activities of gerontological centers, universities of the third age, etc.

Completeness of presentation of the dissertation material in scientific publications. The main scientific provisions and research results on the topic of the dissertation were published in 8 scientific works, including: 2 articles in specialized scientific publications of Ukraine, all included in international scientometric databases; 2 articles were published in scientific periodicals of the Organization for Economic Cooperation and Development, which are included in the Scopus scientific-metric database; 3 theses in materials of scientific conferences; 1 section of the collective monograph. The total volume of publications is 2.23 sheets, of which 1.25 sheets belongs to the author personally.

List of publications of the acquirer:

a. Publications that reflect the main scientific results of the dissertation:

1. Yin, H., **Huo, Zh.**, Klietsova, N., Li, Z., & Zhang, Y. (2021). Innovations in Human Resource Management: Willingness and Ability of Long-Term Care Insurance. *Marketing and Management of Innovations*, 1, 261- 277. <http://doi.org/10.21272/mmi.2021.2-22> (SCOPUS) (author collected and analyzed analytical materials)
2. Mykhailov A., Mykhailova L., Kyrychenko T., Yin H., **Huo Zh.** (2020). Innovative approaches in the management of human capital development in the context of rural population's life quality improvement. *International Journal for Quality Research*, 14(4):1291-1302 DOI: 10.24874/IJQR14.04-20 (SCOPUS) (author analyzed references for building research framework and hypothesis)
3. Yin, H., **Huo, Zh.**, & Yan, X. (2019). Theoretical review of long-term care insurance. *Modern engineering and innovative technologies*, 8, 11–18. (author collected and analyzed analytical materials)
4. **Huo Zh.**, Yin H., Mykhailov A. (2019). Institutional changes of social sector: experiences of the United States and Japan for the development of China's

elderly education system, *Вісник Сумського державного університету, Секція «Економіка»*, DOI: [10.21272/1817-9215.2019.1-13](https://doi.org/10.21272/1817-9215.2019.1-13) (author collected and analyzed analytical materials)

b. Publications that certify the approbation of the dissertation materials:

5. **Huo, Z.P.**, Yin, H.Y. (2019) Research on the development of human resources in China in the context of population aging. Інноваційні процеси економічного та соціально-культурного розвитку: вітчизняний та зарубіжний досвід (Тези доповідей XII Міжнародної науково-практичної конференції молодих учених та аспірантів), Тернопіль, с.222-225. (author collected and analyzed analytical materials)

6. Mykhailov A., Yin H., **Huo Zh.** (2019). Japan's long-term care insurance and its enlightenment to China, Матеріали III Міжнародної науково-практичної конференції «Менеджмент» ПДАА, с.419-420 (author analyzed references and wrote literature review)

7. **Huo Zh.**, Yin H., Yan X. (2020). Effective team management strategy based on telecommuting. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку*: V Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей, Дніпро, 23 квітня 2020 р. [Електронний ресурс]. – Дніпро: Університет імені Альфреда Нобеля, с.82-83. (author analyzed references and wrote literature review)

c. Publications which additionally reflect the scientific results of the dissertation.

8. **Huo, Zh.**, Yin, H., Mykhailov, A., Yan, X., Markina, I., & Aranchii, V. (2019). Analysis on the current situation and countermeasures of the development of the elderly human resources in China. Collective monograph «*Management of the 21st century: globalization challenges*»ю Prague, Czech Republic. P.212-222 (author collected and analyzed analytical materials)

The degree of validity of scientific provisions. The scientific provisions, conclusions and recommendations obtained from the research results are sufficiently substantiated and reliable. The dissertation is characterized by a clear adherence to the structural and logical scheme of the research, the correspondence of the scientific results and the provisions issued for the protection of scientific novelty to the set goal and the specific task of the research.

The dissertation student used a sufficient number of information sources from open databases, regulatory and legal literature, statistical and analytical materials. The results of the research and the author's recommendations have undergone practical testing, which is confirmed by relevant documents.

The above is evidence of a sufficient level of validity and reliability of the results of scientific research, conclusions and proposals.

The structure and content of the dissertation, its completeness and compliance with the established requirements for design. The work is devoted to the problem of deepening the theoretical foundations, improving methodological provisions and developing practical recommendations for the formation and improvement of the effectiveness of the human resources management strategy in the context of the aging of the nation in the conditions of globalization transformations in China.

Population aging will have a number of far-reaching consequences for economic and social development. From a macroeconomic point of view, population aging will lead to a reduction in labor resources, employment rate, savings rate, consumer demand, burden on social support, as well as an increase in financial pensions, health care costs and other problems. From a micro point of view, the aging of the population includes a decrease in income and, accordingly, the standard of living of the elderly

after retirement. On the one hand, it is correct to recognize that population aging is an inevitable result of the demographic transition and a symbol of social progress.

To solve the problem of population aging, many solutions have been proposed in academic and political circles, such as increasing the retirement age, encouraging the birth rate, and attracting foreign young labor. Europe's experience shows that immigration policies can alleviate the aging situation to some extent, but only to treat the symptoms of the problem. However, it is difficult to change policies in a short time, so the World Health Organization has put forward a proposal for «active» aging, in which older people should no longer be a burden on society, but should actively participate and become an important part of social development.

The theory of sustainable development shows that in order to maintain the stability of the economy and the progress of society, it is necessary to ensure the condition that the sum of all resources does not decrease in the process of development. When natural resources are exhausted, on the one hand, alternative resources should be actively sought, on the other hand, the consumption of natural resources should be reduced with the help of new technologies. However, when the aging population leads to a shortage of human resources, it is necessary to improve the quality of human resources and then improve the level of utilization of human resources. Although older people are no longer on the front lines of production, their knowledge, skills and experience can still be tapped and used as valuable resources.

The development of human resources is of great importance for China to successfully cope with the effects of an aging population and to maintain sustainable economic and social development. It has been proven that the priorities of the socio-economic policy of the development of human resources in the context of the aging of the nation should be: increasing the duration and quality of life; formation of a strategic concept of human resources development in the context of the aging of the

nation in China; ensuring equal rights and opportunities of the elderly in the formation of production potential.

It was stated that the intensification of the processes of economic growth requires improvement of the mechanism and analytical tools for assessing the impact of demographic factors on the dynamics of the country's development using econometric methods. Demographic forecasting and modeling, in particular the processes of population aging, is important, thanks to which it is possible to formulate effective strategies for socio-demographic development, ensure income guarantees for people of different age categories, improve the state of health and increase the well-being of all citizens. It was determined that the priority is to involve the elderly in full-fledged economic reproduction through the intensification of the accumulation of human (intellectual) capital and the rationalization of the structure of expenses for social support of the elderly and investments in socio-economic development.

The conclusions and results obtained during the research provided an opportunity to verify the hypotheses laid in its basis, and their complex generalization, in turn, provides options for making a number of proposals that have not only theoretical, but also practical value. The practical significance of the obtained results lies in the deepening and systematization of the theoretical achievements of economic science devoted to the topic of human resource management in the context of the aging population of China. The theoretical propositions proposed in the work can be used for further theoretical and empirical research related to aging processes. The results can be applied in the management activities of ministries and agencies, local self-government bodies, which take care of regulation of social relations in society, development and implementation of socio-economic policy. The conclusions and other materials of the study should be applied in the development of the activities of gerontological centers, universities of the third age, etc.

Discussion clauses and remarks to the dissertation.

However, in my opinion, it is appropriate to note that there are certain debatable points in the work.

1. Although the aging population is a symbol of social progress, people have a more negative attitude towards the aging population and are pessimistic about the future of an aging society. The theoretical part of the dissertation (chapter 1) contains the statement of the positive and optimistic attitude of scientists to the social phenomenon of the aging of the nation, and it is emphasized that the problem will be solved with the development of society, and the future is not as pessimistic as we imagined. However, they have different views on the complexity and perspective of the problem. Many solutions have been put forward in academic circles to solve the problem of population aging, such as increasing the retirement age, encouraging birth rates, and attracting foreign young labor. Europe's experience has shown that although immigration policies can alleviate the situation of the elderly to some extent, they will lead to a number of other problems, such as increased unemployment among the indigenous population, ethnic conflicts and crime rates. However, it is difficult to change the policy in a short time, because it takes at least some time for the newborn to grow into the workforce. Therefore, in my opinion, it would be appropriate to present a unified theoretical approach to solving the issue of the aging of the nation.

2. Due to the great difference in the levels of socio-economic and cultural development between China's provinces, cities and regions, as well as the continuous increase of migration flows in the middle of the country, the degree of aging of China's population is also unbalanced between regions. In general, the eastern and coastal regions are economically developed, and the proportion of the elderly population is high. The economic level of the central and western regions is relatively backward, and the degree of their aging is not high. Therefore, in subsection 2.2, it would be

appropriate to distinguish between state measures to reduce the impact of population aging depending on the region of China.

3. To develop human resources for the elderly is to resolve contradictions during development and change resistance to progress to the power of social development. In the implementation of the strategy for the development of human resources of the elderly, a people-oriented approach should be followed. First, the development of human resources of the elderly is the process of mobilizing, using and developing the human resources of the elderly of all society classes and types through various methods such as education, training, dispatching and cultural construction. Second, by making full use of the unique strengths of the elderly, we can achieve the goal of making the best use of their talents, getting the best from them and the best use of them. Therefore, in chapter 3 of the dissertation work, it should be determined in more detail the methods of transfer epy experience by the elderly to the youth, according to which the development of both generations would take place.

4. With the development of the economy and society, medical conditions also improved, which led to a significant increase in the life expectancy of the population. The author emphasizes that the statutory retirement age should also increase along with the development of society and the increase in average life expectancy. And this is true, because ensuring the development of human resources of the elderly is to resolve contradictions in the course of development and to change the resistance to progress to the power of social development. But the author does not take into account the physical abilities of the elderly to adapt to rapid changes in the external environment in the proposed measures for the implementation of the strategy for the development of human resources for the elderly.

5. Finally, in subchapter 3.3. it would be advisable to conduct a final calculation of the costs of state and regional budgets and the implementation of the National Action Plan for China's human resources development in the context of aging

population, household costs and projected benefits from the proposed targets for the elderly population.

General conclusion

Dissertation work of Huo Zhiping on the topic: «Management of human resources development in the context of aging population in China», submitted for defense to a specialized scientist council for obtaining the degree of Doctor of Philosophy in the field of knowledge 07 management and administration with a specialty 073 management in terms of its relevance, scientific and theoretical level, main results of validity, main provisions and results published in professional publications, the novelty of the statement and practical significance meet the requirements of the order of the Ministry of Education and Culture of Ukraine No. 40 of January 12, 2017 «On approval of requirements for the preparation of a dissertation» and Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44 «On approval of the Procedure for awarding the degree of Doctor of Philosophy and cancellation of the decision of the one-time specialized academic council of a higher education institution, scientific institution on awarding degree of Doctor of Philosophy» with changes introduced in accordance with Resolution of the Cabinet of Ministers No. 341 dated 03/21/2022

Офіційний опонент:

професор кафедри менеджменту

ім. проф. Й.С. Завадського НУБІП України,

д.е.н., професор

Надія РЕЗНІК

Підпис завіряється



ПІДПИС ЗАСВІДЧУЮ
Начальник відділу кадрів

Підпис

С.ГРИЩЕНКО