Відгук офіційного опонента

д.е.н., професора, професора кафедри менеджменту та логістики Одеського національного технологічного університету

Козак Катерини Богданівни

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

Хуо Чжіпінь (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»

1. Relevance of the research topic. Today, the aging of the population has become the main social problem facing the world, as well as a strategic issue of the economy, social development and demographic policy of various countries.

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.

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 nation's aging in the conditions of globalization transformations in China.

2. 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.

3. The scientific novelty of the obtained results lies 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, improving the theoretical and methodological apparatus for assessing the influence of socio-demographic factors on the dynamics of economic development.

So were in 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;

Were 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.

In the research 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.

Also 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.

4. Theoretical and practical significance of the results of the dissertation. 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.

5. 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 analitycal 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 analitycal 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 *(author collected and analyzed analitycal 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 analitycal materials)*

6. Mykhailov A., Yin H., **Huo Zh**. (2019). Japan`s long-term care insurance and its enkightenment 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 analitycal materials)*

5. 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.

6. The structure and content of the dissertation, its completeness and compliance with the established requirements for design. The dissertation is a comprehensive study devoted to finding a solution to the problem of ensuring human resource management in the context of an aging nation in China.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 paper 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.

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.

Thus, approaches to the interpretation of the category of human resource development in the context of population aging in China were analyzed and summarized. Its author's definition is proposed as 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 educational, professional and competence training of the population, on the basis of which the proportions of the production of human intellectual and physical capital are optimized, the intensification and continuity of production is ensured, and the level of public welfare increases.

It was found that the increase in the number of the elderly population in China in 1990-2020 by more than 10 million people is due not only to a complex of natural factors, but also to an imperfect and insufficiently systematic and consistent state economic policy. To control rapid population growth, China introduced family planning policies in the 1970s, which also led to a rapid decline in China's total fertility rate and accelerated China's entry into an aging society in the year 2000. In the future, China's aging population will show an accelerating trend and will peak around 2055, when the elderly population over 65 will be about 450 million, accounting for about 35.6% of the total old population.

According to the China-wide Survey on the Living Conditions of the Urban and Rural Elderly, 30 percent of the elderly have good health, and the health of the urban elderly is better than that of the rural elderly. This opens up more space for the development of the human resources of the elderly in China. The industry of the primary sector (all branches of agriculture) still remains the main field of work for the elderly, but due to the physical condition of human resources, the quality of such work is lost.

The proportion of elderly people aged 60-64 who are employed in tertiary sector industries (education, engineering technology, financial and international activities, tourism, transport) is relatively high (37%), and most of them work at least 8 hours a day. 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 management of human resources development in the context of aging population in 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 departments, local self-government bodies, which take care of regulation of social relations in society, development and implementation of social policy. The conclusions and other materials of the study are applied the development of the activities of gerontological centers, universities of the third age, etc.

7. 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. According to the author's definition, human resources are understood as the total number of able-bodied people who can contribute to social and economic development (subsection 1.1). Aged human resources have specific characteristics and management features, such as capital. It should be noted that the capital of old personnel differs from the capital of young personnel. The capital of young personnel is the potential abilities of young people. Through training, development, and other appropriate means, this portion of potential ability can be turned into reality. However, the capabilities that older human resources possess are accumulated over a long working life, such as their experience, skills and various qualities formed as a result of lifelong learning. For young people, human resource development mainly focuses on "formation", while for older people, it focuses on "utilization". Therefore, the thesis work should emphasize the management of the "capital of human resources of the elderly". This would significantly strengthen the theoretical acquisition of the dissertation work.

2. The development of aging is unbalanced among China's regions (Chapter 2). Due to the great difference in the levels of socio-economic and cultural development between the provinces, cities and regions of China, in order to minimize the negative consequences of demographic changes, it would be appropriate to propose a comprehensive solution in the form of a target state programs to manage the nation's aging. This document, even in a declarative form, would confirm the understanding of the complexity of this issue and attention to the situation of the elderly, and would allow setting the task in a qualitatively new format, including with the involvement of public assistance and donor funds of international organizations.

3. According to the author, the development of human resources should promote and encourage the formation, development and improvement of potential physical strength, mental abilities, knowledge and skills of people through investments, education and training, i.e. promote the realization of the process of

potential abilities (chapter 3, paragraph 3.2). But it should be noted that compared to the general human resources, the human resources of the elderly have a limited time resource. Therefore, there is an urgent question of the effectiveness of investing in the development of older people over time.

4. The author used the experience of the world's leading countries as the basis for developing a system for improving the quality of life of human resources. However, the successes and problems of each country that develops long-term care service systems can become useful sources for the creation and development of systems to improve the quality of life in China, but due to China's national conditions and characteristics, it is not appropriate to just copy the successful experience of countries, but to develop a management model the development of human resources in accordance with the actual conditions of the aging of the Chinese nation, which in the conditions of sustainable development will ensure an increase in the economic potential of the population.

But all the remarks I have listed are only of a recommendatory nature and do not affect the overall positive assessment of the dissertation work.

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

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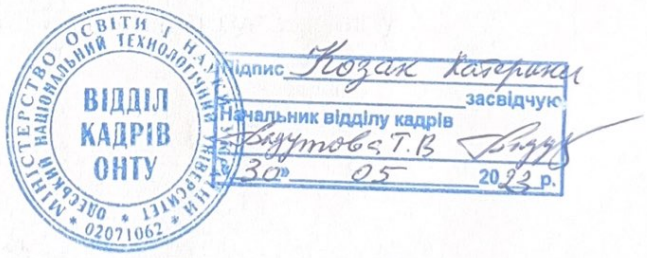
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