

REVIEW

of the official opponent

Doctor of Economic Sciences,
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for Mao Rong's dissertation

«Management of socio-economic development of the enterprises' personnel»

applied for the degree of Doctor of Philosophy

from the field of knowledge 07 Management and administration

in the specialty 073 Management

1. Relevance of the topic of the dissertation.

China is one of the most populous countries in the world. Over the past 40 years of reform and opening up, China has achieved rapid economic development, gradually improved people's living standards, made remarkable achievements in science and technology, and improved its economic system, becoming the second largest economy in the world. Economic transformation is an important part of China's, and factors such as human resource management and various institutions have played an important role in this process, and also promoted social-economic development. The control of population growth, the implementation of economic policies, the improvement of education, the progress of science and technology, and the imbalance of regional development have brought new characteristics and new challenges to the social-economic development management of the enterprises' personnel of Chinese enterprises.

Also, issues of effective selection, development and motivation of personnel, search for the latest methods and tools for effective personnel management, determination of the main indicators that characterize the feasibility of investing in human capital, as well as the effectiveness of these processes, etc., come to the fore. Given the saturated labor market and fierce competition on it, highly productive and gifted employees who are able to quickly learn and adapt to rapid changes in the external environment, as well as possess a number of unique skills, knowledge and skills in a certain area of the economy, acquire special value. Such employees caused the appearance of a new term "war for talent", which marked the beginning of the formation of the newest direction in the science of personnel management,

Thanks to the detailed study of the theories and methodological principles of modern management of socio-economic development of personnel in the organizational context, as well as the formation of a general concept of talent management for the possibility of its practical application in modern enterprises and determines the relevance of this topic.

2. Connection of work with scientific programs, topics, plans.

The dissertation was carried out in accordance with the directions of research work of the Department of Management named after prof. L. Mykhailova of Sumy

National Agrarian University: «Development of management in the context of international integration processes» 2019-2023 (state registration number 0119U001336), within by the author was carried out the topic of Management of socio-economic development of the personnel of enterprises in China.

3. Scientific novelty of the obtained results.

The scientific results obtained are based on theoretical and empirical studies and are reliable. The objectives set can correspond to the research topic, the object and subject of the research, and the scientific and methodological requirements. In the dissertation, a new vision was obtained, which was formed in a conceptual model of enterprise talent development management is proposed for the first time, a process that includes three subsystems of human, professional and sustainable (and social) development, forming the theory and method mechanism of systematic management, effectively promoting the innovation and benign development of human resource management in the new technology era, so as to promote the development of enterprise talent and effective strategic management.

Also were improved the theoretical and methodological mechanism of personnel management is a set of relationships, connections, forms and methods of influencing the process of personnel management, its production, distribution and use. If we consider this aspect from the standpoint of systemic and complex approaches, then the personnel management mechanism is revealed as a single inseparable system, each element of which is configured to fulfil its goals and tasks, and at the same time a set of these goals.

In the scientific results of this dissertation, improve the professional development of enterprise employees, put forward a set of professional training measures, which can plan, forecast and organize the professional development of enterprise employees. It is more scientific, reasonable and operable than the existing methods.

The recommended procedure for SWOT analysis of the processes in an organization's quality management system allows us to more correctly identify the priority strategy for its development, which is based on the statistical reasons for its selection. This paper puts forward some suggestions to strengthen human resource management, and introduces a new idea of using modern information technology to carry out enterprise personnel management. This concept lays a foundation for the development of a more advanced and efficient enterprise personnel management system, and provides theoretical and practical guidance for the good development of enterprise human resource management.

Based on the analysis of personal career expectations, characteristics and needs of employees in Chinese enterprises, this paper proposes that employees need an effective incentive mechanism, which includes tangible incentive and intangible incentive. The construction of an effective enterprise personnel incentive system is affected by many factors, and it should be targeted when establishing the incentive system. Analyse the main trend of social development and its influence on the incentive policy of Chinese enterprises. These suggestions aim to solve the problems

existing in the incentive policy of personnel management in Chinese enterprises and improve the overall management efficiency.

4. Scientific and practical significance.

The theoretical and practical significance of the results of the dissertation research is that the main provisions and conclusions are argued and substantiated in the dissertation, which allow the implementation of management measures for the socio-economic development of personnel.

The scientific provisions, conclusions and recommendations of the study constitute a methodological basis for personnel management and innovative approaches to the development and motivation of personnel, the formation of a set of qualities for further management of the employee as a talent. The results of the dissertation can be included in the educational process of such academic components as «Human Resources Management», «Self-Management», «Motivational Mechanism of Enterprises». From a practical point of view, the dissertation research forms guidelines for personnel development in the workplace, practical application of SWOT analysis for talent management in HR strategy. Taking under consideration the above, the established system of staff development at the enterprise is of practical importance, depending on the stages of inclusion of individuals in the organisation, determination of the level of readiness and perception of training by the organisation.

5. Completeness of presentation of the dissertation material in scientific publications.

Scientific provisions, recommendations, conclusions of the dissertation covered by Mao Rong in 16 scientific papers: (11 conference papers, 1 articles published in journals indexed in Scopus, 4 article in journals included in the list of scientific professional publications of Ukraine assigned category «B».

Scientific works reflecting the main scientific results of the dissertation:

Publications in journals included in Scopus/Web of Science scientometric databases:

1. Pasko, O., Chen, F., Proskurina, N., Mao, R., Gryn, V., & Pushkar, I. (2021). Are corporate social responsibility active firms less involved in earnings management? Empirical evidence from China. *Business: Theory and Practice*, 22(2), 504-516. <https://doi.org/10.3846/btp.2021.14940>

Publications in professional journals included in category "B":

2. Kharchenko T., R. Mao, F. Li (2021). Improving of risk management at the enterprises. *Internauka: "Economic Sciences"*. Vol. 6, p. 9-14. <https://doi.org/10.25313/2520-2294-2021-6-7375>

3. Kharchenko T., Mao Rong, Mykhailyk R. (2021). Personnel management in the condition of social responsibility of the enterprise. *Economy and Society*, 32. <https://doi.org/10.32782/2524-0072/2021-32-13>

4. Mao, Rong, and Kharchenko, Tetyana M. (2023). Personnel Development Management in the Future Competition of Enterprises. *Business Inform*, 4, 197–202. <https://doi.org/10.32983/2222-4459-2023-4-197-202>

5. Kharchenko, T., & Rong, M. (2023). Talent Motivation As A Method Of Socio-Economic Development Of Personnel Management. *Economy and Society*, 52. <https://doi.org/10.32782/2524-0072/2023-52-95>

Scientific works certifying the approval of the dissertation materials:

6. Rong, Mao (2020). Problems and Countermeasures of Staff Management in Small and Micro Enterprises in China Under the new Crown Pneumonia. *Сучасні стратегії економічного розвитку: наука, інновації та бізнес-освіта: Матеріали I Міжнародної науково-практичної конференції (м. Харків, 3 листопада 2020 р.). / За заг. ред. Т. В. Полозової [та ін.]. Харків. ХНУРЕ, 375-379.*

7. Rong, Mao (2020). Strategic Talent Management of Enterprises in the new Era Take Huawei of China as an Example. *П'ятдесяті економіко-правові дискусії: матеріали міжнародної науково-практичної інтернет-конференції. (м. Львів, 25 вересня 2020 р.), Львів, 25-26.*

8. Mao Rong, Kharchenko Tetyana (2020). Research On The Trend Of Modern Management Mode Of Multinational Corporations. *Сучасні наукові підходи до модернізації економіки та фінансової системи країни: матеріали доповідей Міжнародної науково-практичної конференції (м. Ужгород, 17 жовтня 2020 р.) / За заг. ред.: М. М. Палінчак, В. П. Приходько, В. В. Химинець та ін. Ужгород. 161-162.*

9. Kharchenko T.M., Mao Rong (2021). Soft Skills in management activities. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку: VII Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей (м. Дніпро, 14 квітня 2021 р.) [Електронний ресурс]. Дніпро: Університет імені Альфреда Нобеля, 183-184.*

10. Mao Rong (2021). Intelligent Human Resource Management In The Future Competition Of Enterprises. *Матеріали VII Міжнародної науково-практичної конференції «Формування механізму зміцнення конкурентних позицій національних економічних систем у глобальному, регіональному та локальному вимірах»: зб. тез доповідей, (м. Тернопіль 05 листопада 2021 р.) / за заг. ред. О.В. Панухник. Тернопіль : ФОП Паляниця В.А., 163-165.*

11. Kharchenko T., (2021). Mao Rong. Innovative Thinking Of Human Resource Management. *Modernization Of Economy: Current Realities, Forecast Scenarios And Development Prospects III International scientific-practical conference. (Kherson, 28-29th of April 2021). Kherson. 235-237.*

12. Mao Rong, (2022). Current Situation And Innovation Way Of Enterprise Human Resources Development And Management In The Era Of Knowledge Economy. *Менеджмент XXI століття: глобалізаційні виклики : матеріали VI Міжнародної науково-практичної конференції, (м. Полтава, 19 травня 2022 р.). Полтава : ПДАУ, 514-516.*

13. Zhuoran Li, Rong Mao, Tian Xu. (2022). Research on the optimization of agricultural economic management in the context of characteristic agriculture. *Learning & Education (ISSN2251-2802)2022.01.*

https://scholar.cnki.net/zn/Detail/index/GARJ2021_3/SJUU5A390153315A88788209EA200BA5F757

14. Rong Mao, Tian Xu, Zhuoran Li (2022). Enterprise human resource management innovation. *Learning & Education* (ISSN2251-2802)2022.02. https://scholar.cnki.net/zn/Detail/index/GARJ2021_3/SJUU960B130F686A38D1023B9777517200B9

15. Tian Xu, Zhuoran Li, Rong Mao (2022). Analysis on the ideas and methods of enterprise innovation management. *Learning & Education* (ISSN2251-2802)2022.03.

<https://scholar.cnki.net/home/search?region=journal&val=SJUU242484280006&q=Analysis%20on%20the%20ideas%20and%20methods%20of%20enterprise%20innovation%20management>

16. Rong Mao (2023). Current State of Social and Economic Human Resource Development in China. *Матеріали НПК викладачів, аспірантів та студентів Сумського НАУ* (м. Суми, 25-28 квітня 2023 р.), Суми. 419.

6. 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 PhD 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.

7. The structure and content of the dissertation, its completeness and compliance with the established requirements for design.

The applicant convincingly substantiates the urgency and importance of scientific treatment of the issues that are the subject of his research, highlighting the connection of the dissertation topic with modern research in the relevant field of knowledge through a critical analysis with the definition of the essence of the scientific task.

In particular, the applicant pays attention to the following.

The *introduction* to the dissertation contains all structural elements, including information on the practical testing of the research results, as well as the personal contribution of the author in scientific works published in co-authorship.

In *the first section* of the dissertation, the author discusses the concept of enterprise personnel development management from the fields of economics, psychology, sociology and pedagogy through thematic research and theoretical summary, and analyses the significance of personnel development to society, enterprises and employees. The author believes that talent, as a synthesis of

knowledge, skills, abilities and attitudes, has become a key factor in determining the success and efficiency of organizational operations. Personnel development management system can effectively play to the advantages of employees, through training to achieve employee development, so that employees realize personal value on the basis of performance above average, and in the best way to create greater benefits for the enterprise. Based on the development and changes of the world economy and China's economy, the author constructs a conceptual model of employee management from the perspective of enterprise and employee development, puts forward the principles of enterprise personnel management development, analyses the main factors, principles and standards affecting enterprise talent development, and summarizes the characteristics of China's social-economic personnel management methods for enterprise development through comparison.

In *the second section* of the dissertation, analyses the influence criteria of social-economic factors on human resource development. The author analyses the population size, economic structure and economic development status of China, summarizes the economic policies and industrial structure formulated in different periods based on the national conditions of China, the three stages of the transformation of China's economic development model and the changes of economic structure, and reveals the advantages and disadvantages of China's economy in international competition. The author puts forward that under the current development trend of China, if enterprises want to develop in the long term, they must make a comprehensive summary of human resource development and management, pay attention to talent training, actively realize the role of human resource management, implement effective measures for talent introduction and resource development, and provide talent knowledge support for the development of enterprises. The author explored the relationship between CSR activities and China's earnings management degree through descriptive statistics and multiple regression analysis. Taking securities company as an example, this paper reveals the necessity of improving the risk management ability of Chinese securities company through the development of enterprise management risk index system. Based on the survey results, the author believes that the regional differentiation of China's economic development leads to the imbalance of human resources and personnel socio-economic development. In the era of knowledge economy, intelligent human resource management will play an important role in the future competition of enterprises.

In *the third section* of the dissertation, discusses the concept and technology of the development of social-economic talents in China. The author believes that the development trend of China's economic reform requires the development of a set of incentive system for innovation activities, to determine the reserve of people's creative potential and transform it into human capital. Based on the analysis of the current situation of human resources, combined with the influence of external and internal environmental factors, SWOT matrix is constructed to sort out the main advantages and disadvantages of enterprises in talent management, identify opportunities and matters needing attention in the process of talent management, and put forward some suggestions on strengthening human resource management. Such as the application of big data technology, the application of modern office

technology, scientific management, etc., to establish an effective employee incentive system and evaluation mechanism, to promote enterprises to improve production efficiency and improve earnings. This paper starts from the need of constructing modern enterprise employee motivation system model, analyses its feasibility, system function and management process, and demonstrates the need of constructing modern enterprise personnel development management system.

The *conclusions* to the dissertation summarizes the conclusions of the research, puts forward the theoretical research and methodological principles on the social-economic development of Chinese enterprise personnel, and conducts empirical research.

8. Discussion clauses and remarks to the dissertation.

By characterizing the dissertation work of Mao Rong as a whole, it should be noted that it certainly has relevance, scientific and practical significance. During the review of the work, some issues of a debatable nature, comments and suggestions arose:

1. To improve the professional development of personnel at the enterprise, a set of professional training measures was proposed, which allow planning, forecasting and organizing the professional development of personnel at the enterprise. However, it is necessary to additionally indicate the internal connections and external manifestations between these measures and discuss the direct and indirect impact.

2. The author notes,(p. 127), the rapid development of the fourth scientific and technological revolution of the application of big data, cloud computing, blockchain, 5G and other technologies makes the digitalization of human resources management more and more obvious. However, the impact of digitization processes needs a wider coverage and justification.

3. In subsection 3.2. - Talent motivation as a method of socio-economic development of personnel management, it was also worth taking into account interests by age and predicting talent development after retirement.

4. In subsection 3.3. the author focuses on the importance of self-management, but this requires a more detailed clarification regarding the functions of self-management that are assigned to the employee.

However, the indicated comments and wishes do not fundamentally affect the overall positive assessment of the dissertation work, are not fundamental and do not reduce its rather high overall assessment.

9. General conclusion

Mao Rong's dissertation on the topic «Management of socio-economic development of the enterprises' personnel», which was submitted for defense to the specialized academic council for obtaining the degree of Doctor of Philosophy in the field of knowledge - 07 Management and administration, specialty - 073 Management according to its relevance, scientific-theoretical level, main results of justification, main provisions and results published in professional publications, novelty of the production and practical significance, it meets the requirements of the

order of the Ministry of Education and Science of Ukraine № 40 from 12.01.2017 «On approval of requirements for the preparation of a dissertation» and Resolution of the Cabinet of Ministers of Ukraine dated from 12.01.2022 № 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 the degree of Doctor of Philosophy» with changes introduced in accordance with Resolution of the Cabinet of Ministers № 341 from 21.03.2022.

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