

REVIEW

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for the dissertation work of a graduate student of the Department of Management named after L.I. Mikhailova Mao Rong on the topic «Management of Socio-economic Development of the Enterprises' Personnel», submitted to obtaining the degree of Doctor of Philosophy in the field of knowledge 07 - Management and administration in specialty 073 - "Management"

1. Relevance of the dissertation topic. Nowadays socio-economic development can be referred to up gradation of social, political, and technology used in the operational enterprises' activity in order to increase welfare of stakeholders. Such policies are helping the countries and firms in developing lifestyles of the stakeholders. They are having the option of educational support, income development, enhancing employee skills and creating more feasible employment. On practice, such development modules are divided into two different segments social and economic. In the context of the researched topic, it has been observed that the socio-economic development and human resource management are closely related. Moreover, mainly HR managers are responsible to increase the motivations and wellbeing of the employees or the stakeholders of the firms. To gain this point staffing and talent management should be focused on by implementing the concept of a strategic workplace. It should be underlined that the major global firms are using socio-economic development issues in order to make effective recognition of the employees. The People's Republic of China is not the exception, that proves the actuality and necessity of the investigated topic by the dissertation student.

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 by prof. Mykhailova of the 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 author justified the relevance and choice of the research topic at a sufficient scientific level and determined the research goal, tasks, object, and subject. The research methods used in the work are accompanied by proper reasoning. The goal of the dissertation research – the substantiation of the theoretical and methodological principles and practical management of the socio-economic development of the personnel of enterprises in the People's Republic of China - has been fully achieved.

The scientific novelty of this study lies in the following key aspects:

To focus on the assessment of the current state of the level of management of the

socio-economic development of the personnel of enterprises of the People's Republic of China, the identification of weak points and the construction of a comprehensive system of improvement measures in the management of the socio-economic development of the personnel of enterprises, considering the influence of the external and internal environment.

To aim for the first time to propose a conceptual model of enterprise personnel development management in accordance with the obtained attributive structure of the personnel development management system as a process that includes 3 subsystems. For these subsystems there were defined such indicators as human, professional, sustainable (and social) development. As a result, a system of professional development of personnel at the enterprise was formed by the author, depending on the stages of inclusion of individuals in the organization, the basis of which effectiveness is the determination of the level of readiness and perception of training by the organization.

To consider in the social evaluation criteria the improvement of the qualifications of employees, which transparently and quantitatively reflects the level of acquired professional knowledge through training to improve a methodical approach to the management of the socio-economic development of enterprise personnel. It was gained by the author that a person's potential ability (talent) to study will qualify as a criterion for enrolling an employee in the development of the subgroup in the company's personnel management system.

To reveal theoretical and methodological mechanism of personnel management from the standpoint of systemic and complex approaches. It was improved and determined by the author that it's a single inseparable system, each element of which is configured to fulfill its goals and tasks, and at the same time a set of these goals. The functioning of this mechanism is provided by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, the dissertation student proved that the management mechanism is a system of management bodies, means and methods aimed at meeting the enterprise's need for labor in the required quantity, quality and at a certain time.

To received further development for the concept "talent" that is defined as an employee who occupies a strategic workplace at the moment or will be able to occupy it in the future. It was proved by the author that staffing and talent management are based on the concept of a "strategic" workplace, the most successful companies develop two levels of performance indicators – basic and advanced. By implementing this approach on practice defined tasks in combination with a built-in management model of talented employees effectively stimulates them simultaneously with the company's achievement of maximum results.

To set measures for professional training of the personal, which allow planning, forecasting, and organizing the professional development of the staff at the enterprise. It gained the further development in improvement of the professional development of the staff at the enterprise.

4. Practical significance of the obtained results of research. The practical significance of the obtained results is beyond doubt. From a scientific and practical perspective, the most important thing is the results of the dissertation work: the

research was focused on the assessment of the current state of the level of management of the socio-economic development of the personnel of enterprises of the People's Republic of China, the identification of weak points and the construction of a comprehensive system of improvement measures in the management of the socio-economic development of the personnel of enterprises, taking into account the influence of the external and internal environment. From a practical point of view, the dissertation research can influence the methods of managerial decision-making by the middle and upper management of Chinese enterprises regarding personnel development and improvement of their own performance. Overall, the dissertation proposes a set of innovative, scientific and reasonable conclusions to address the scientific issues of personnel management in socio-economic development of the enterprises' personnel, providing new ideas and strategic development suggestions for the staff.

5. The main results obtained personally by the author. Mao Rong's dissertation consists of an introduction, three sections, conclusions, and references, laid out on 180 pages of the main text, includes 34 tables, 31 figures. The list of used literary sources contains 168 items on 22 pages.

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, Mao Rong discussed the theoretical and methodological foundations of managing the socio-economic personnel development at enterprises. It was focused on the essence of personnel development management at enterprises. It was investigated that the motivation of employees for development can be determined by the following desires: to keep a job, position, official status; for career growth, expansion of powers; to increase the level of remuneration; to expand the circle of communication, establish new contacts; for self-improvement, interest in new knowledge and innovations. It was revealed that the management of personnel development at the individual level involves the employee assessing his capabilities in accordance with the requirements of the workplace or position, which enables the employee to develop his abilities, activate and expand previously acquired general educational and professional knowledge, skills and practical skills for the purpose of professional and qualification advancement. Moreover, the description of the definition "talent management" was provided as well. It was also done by the author's modifying based on the ideas presented in European Centre for the Development of Vocational Training by defining the structure of personnel development system at enterprise. Using the scientific approach, the dissertation student summarized the classification of types of personnel training in working conditions basing on materials by Behringer and K pplinge. There were defined 6 classification features according to the levels of the attributive structure. The effectiveness and success of talent management at the enterprise depends on the management process, for this reason methods of training personnel development at enterprise were researched. To implement the proposed methods on practice the author researched factors influenced to the development of personnel at enterprises. To finalize held research the author provided characteristics of methodological

approaches to managing the socio-economic personnel of enterprise development by calculating integral indicator of the assessment of the company's talent management level.

In *the second section* of the dissertation, Mao Rong analyzed the current state of management of social and economic personal development at the enterprise. It was revealed the disproportions in the socio-economic development of human resources by region and country. Thus, it was proved that the eastern region is the most developed, the western is the least developed one. Such an imbalance arose due to the peculiarities of the location of business territorially in the provinces of China. The author made the research concerning the global indicators of the economic development in the People's Republic of China from 1943 to 2020. Moreover, the correlation-regression analysis was carried out to highlight the relationship between the dependent variables, such as: China's GNP, China's production, China's exports, import of China, change in the birth rate of China, labor migration, age change of the population, digitalization of the economy. The dissertation student found out the significant positive association between CSR activity and management assessed by the level of discretionary accruals in Chinese listed companies. It was shown the managerial risk index system in the enterprise development. Special approach was devoted to the investigation of the involvement of foreign specialists in all types of enterprises in the Chinese labor market in 2021 year. It was proved that while forming the development system of personnel management, extremely necessary to establish special management structure that is carried out only under the condition of the existence of an active system, one of the components of which is the development subsystem. After the modification, it was received the company's personnel management system, which consists of 8 subsystems (including the personnel development management subsystem) and corresponds to the essence of the main directions and functions of personnel management. Based on the results of the dissertation's research the effect of the staff development program on increasing labor productivity and improving the quality of goods in the Chinese company "CITIC Limited" was provided. By those calculations the author came to the conclusions that according to "CITIC Limited", the search, hiring and adaptation of a new specialist costs the employer 50-60% of the salary of the former employee. Therefore, companies that bet on hiring new specialists lose a lot of money instead of developing already employed ones.

In *the third section* of the dissertation, conceptual techniques of social-economic personnel development in China were discussed. The author discussed the talent motivation as a method of socio-economic development of personnel management. Thus, the personal career expectations of enterprise personnel in China were done by author's own research. This division into groups was conditional, but it was based on the psychological features of personality development as a whole and allowed satisfying economic needs, desires, interests – that was exactly what needed to be satisfied. But it was proved that material motivation couldn't keep employees for a long time, so the HR-manager of a small enterprise needs to remember the short-term nature of its action. It was also done scientific approach concerning the dependence of the proposed division of workers into conditional groups. Thus, it was done the

distinguish of some differences between the career growth priorities of men and women. Moreover, the composition of the compensation package was proposing as the most important tool for employees than wages and bonuses. As a result, this issue will help to solve the problem: its employees will be offered to switch to another company because of the higher salary, they would rather refuse. By focusing on determination dependence, the level of satisfaction with the work of the company's employees there was help the survey by the author. It was defined that most surveyed workers (more than 80%) considered themselves to become poor every year and felt social discomfort. Despite this, the Chinese are ranked the 17th (out of 176) in 2020 in terms of the feeling of happiness, which means that we are one of the happiest nations in the world, which inspires confidence in everything new, including the latest methods of enterprise management and employee motivation. To keep that point on practice there were proposed reserves of increasing the employee's motivation in China by the dissertation student. The application of this method can be useful in achieving short-term increases in labor productivity of China. Considering the results of the research the author proved that the use of a material incentive model based on the evaluation of the motivation system of employees of processing enterprises will provide an opportunity to motivate employees to perform high-quality work.

The *conclusions* to the dissertation summaries the main provisions that specify the content of the performed research and the obtained results following the tasks and the general purpose of the study.

An analysis of the plagiarism check report for the presence of textual borrowings ("Unicheck" plagiarism program) was carried out. The reviewers came to the conclusion that the dissertation work Mao Rong on the topic «Management of Socio-economic Development of the Enterprises' Personnel» is the result of independent research of the recipient and does not contain elements of plagiarism and borrowing in accordance with the resolution of the CMU dated 12.01.2022 No. 44, paragraph 9. Used ideas, results and texts of other authors have a link to the corresponding source.

6. Completeness of presentation of the dissertation material in scientific publications. Scientific provisions, recommendations, conclusions of the dissertation covered by Mao Rong in 16 scientific works, namely: 1 article in a scientific publication, which is included in the international scient metrics database Scopus, 4 articles in journals included in the list of scientific professional publications of Ukraine assigned category "B", and 11 conference papers.

Scientific works reflecting the main scientific results of the dissertation:

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>

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>

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., Mao Rong (2021). 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/SJUU5A390153315A8878829EA200BA5F757

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.

The main terms and results of the dissertation research are disclosed by the author at conferences and seminars, among which the most important are International scientific conferences: «Modern strategies of economic development: science, innovation and business education» (Kharkiv, Ukraine, November 3, 2020), «The fiftieth economic and legal discussions» (Lviv, Ukraine, September 25, 2020), «Modern scientific approaches to the modernization of the country's economy and financial system» (Uzhhorod, Ukraine, October 17, 2020), «Modern management: trends, problems and development prospects» (Dnipro, Ukraine, April 14, 2021), «Formation of a mechanism for strengthening the competitive positions of national economic systems in global, regional and local dimensions» (Ternopil, Ukraine, November 5, 2021), «Modernization Of Economy: Current Realities, Forecast Scenarios And Development Prospects» (Kherson, Ukraine, April, 2021), «Management of the 21st century: globalization challenges» (Poltava, Ukraine, May 19, 2022), «Learning & Education» (China, 2022), Scientific Conference of Sumy National Agrarian University (Sumy, Ukraine, April, 25-28, 2023)

7. Remarks and wishes for the content. From the text of the dissertation submitted for review, a conclusion can be drawn about the scientific maturity of the applicant: her ability to see current problems in the field and her willingness to solve them at a sufficiently high scientific level. In general, Mao Rong's dissertation is an entirely independent study in its content and form. Positively assessing the scientific and practical significance of the dissertation, one should point out several debatable provisions:

- In Chapter 1 the dissertation student, researching the issue of personnel development methods, emphasizes orientation through "Training". The question arises whether the researcher took into account the possibility of using the "field method" at Chinese enterprises in order to strengthen the economic effect of the implemented "Training" tool for the development of the selected research sample of

personnel.

- In Chapter 2 and in the scientific novelty, the author stated that during the formation of the personnel management development system, it was established that management is carried out only under the condition of the existence of an active system, one of the components of which is the development subsystem. It was also researched that after the modification, the company's personnel management system should be formed in such a way that it should consist of 8 subsystems, including personnel development. In our opinion, the findings would be of more value if the dissertation researched staff development in combination with learning as a whole ("Learning and Development"). After all, an innovative approach to human resource management according to "The Profession Map" (International standards) by CIPD in 2023 aims at "Learning and Development" as a whole one.

- In Subsections 2.2 and 2.3 the detailed study of the state of management of the socio-economic development of the personnel of the enterprises of the People's Republic of China revealed a shortage of talented workers due to the lack of a comprehensive system of factors of motivation and talent development: financial, material, managerial. We consider that this work would have more practical nature if the dissertation student predicted individual factors of influence on staff motivation at Chinese companies through correlation-regression analysis, revealing the dependence of certain factors that could be used in 5 years as new tools for the social development of staff.

- In subsection 2.3 and Chapter 3 the author revealed that innovations have brought challenges of rapid application of new technologies in human resource management in China. Artificial intelligence, big data, blockchain and other technologies are widely applied in the field of human resource management, bringing efficient, accurate and scientific impetus to the development of human resource management. The question arises as to how these factors can be affected by the circumstances caused by the turbulent environment.

However, the expressed comments and wishes do not reduce the research's overall high quality. The analysis of the dissertation and scientific papers gives reason to conclude that Mao Rong's dissertation on the topic «Management of Socio-economic Development of the Enterprises' Personnel» is a completed, independently performed scientific work that has significant theoretical and applied significance. The dissertation solves a specific scientific task of developing theoretical provisions and methodological principles and formulating practical model and recommendations to improve the effective personnel management of socio-economic development of the enterprises' personnel in China.

8. Correspondence of the dissertation to the specialty and profile of the council.

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. The content of the dissertation corresponds to the passport of the specialty.

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