

REVIEW

PhD in Economics, Associate Professor, Associate Professor of the Department of Management named after Professor L.I. Mykhailova

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on the dissertation work of a graduate student of the Department of Management named after Professor L.I. Mykhailova

Mao Rong on the topic:

*«Management of socio-economic development of the enterprises' personnel»,
presented for obtaining the scientific degree of Doctor of Philosophy in the
specialty 073 – Management*

1. Relevance of the topic of the dissertation. China plays a crucial role in the global economy and is one of the largest economies in the world. The rapid development of the Chinese economy, innovation, technology and competitiveness of its enterprises depend on effective human resource management. The high labor force in China creates the need to develop an appropriate HR policy that would not only take into account the economic interests of companies but also contribute to the social development of the country. It is the growing competition in the market that requires companies to constantly improve the level of knowledge and skills of their staff, adapt them to the latest technologies and develop creativity to ensure innovative development. Also important are the issues of creating favorable working conditions and social protection of employees, ensuring a decent level of salary, which will help to increase employee motivation and their work productivity.

To summarize, the management of the socio-economic development of the personnel of Chinese enterprises is a relevant topic due to its impact on economic growth, competitiveness of enterprises, and social progress in this country. Effective human resource management is becoming a strategic component for the benign development of human resource management, achieving success and sustainable development in the context of globalization and rapidly changing economic environment.

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. 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 validity and reliability of the scientific positions, conclusions and recommendations formulated by the dissertation are beyond doubt and are confirmed by the following: the scientific basis of the dissertation is based on the works of domestic and foreign researchers in the field of personnel management; as a result of solving a set of tasks, applying a sufficient number of research methods, using a sound information base, the validity of the positions, conclusions and results is ensured; the new results obtained are an organic

addition to the existing scientific developments in this area; the reliability of the scientific provisions, conclusions and results of the dissertation has also been tested and proven at scientific and practical conferences of various levels; the results of the research and proposals have been published in Ukrainian and foreign professional publications, one of which is indexed in the international scientometric databases Scopus and Web of Science.

The author presents for the first time a conceptual model of personnel development management at an enterprise, according to the obtained attributive structure of the personnel development management system as a process that includes three subsystems: human, professional and sustainable (as well as social) development. This model makes it possible to form a system of professional development of personnel at an enterprise, depending on the stages of integration of individuals into the structure of the organization. Assessment of the level of readiness and perception of training by the organization is the basis for the effectiveness of this system.

The author proposes to develop a set of measures for the educational development of personnel in the following areas: adaptation of new employees; improving the efficiency of the enterprise as a whole; improving work efficiency.

In the scientific work of the dissertation, the methodological approach to managing the socio-economic development of enterprise personnel deserves attention. This approach takes into account the social assessment as a criterion for employee development. This assessment transparently and quantitatively reflects the level of their professional knowledge gained through training. In addition, the author classifies the potential ability (talent) of an individual to learn.

At the same time, the author describes the theoretical and methodological mechanism of personnel management, which was considered from the point of view of systemic and integrated approaches. Each element of this system is aimed at achieving its own goals and objectives, and at the same time it is part of the overall goals. The dissertation discusses that the elements reflect the content of the overall process of personnel management. It is emphasized that this mechanism functions with the help of subsystems, such as: information, legal, financial, scientific, methodological and technical. Thus, the management mechanism is a system of management bodies, means and methods aimed at meeting the enterprise's needs for labor force in the required quantity, quality and at a certain time.

The definition of «talent» was further developed. This provided a research basis for building the concept of a «strategic» workplace. Scientific research shows that the most effective companies define two levels of performance indicators – basic and advanced. This means that talent management using the embedded model effectively stimulates employees to achieve maximum results while ensuring the necessary development of the company.

The dissertation has established that talent management is not among the priorities of the HR policy of enterprises in the People's Republic of China due to insufficient understanding of its importance by management. One of the ways to solve this problem is to create such working conditions and environment where employees would feel their importance and realize their contribution to the

socio-economic development of the enterprise. It has been demonstrated that the effectiveness of staff motivation can be achieved through the use of advanced HR methods.

The author proposes to improve the professional development of personnel at an enterprise through a set of professional training measures. These measures will allow planning, forecasting and organizing the professional development of staff at the enterprise.

These research results have enriched the connotation of managing the socio-economic development of enterprise personnel, providing solutions to practical problems on the example of enterprises of the People's Republic of China.

4. Practical and theoretical significance of the obtained results research. The practical significance of the results obtained is beyond doubt. From a scientific and practical point of view, the most significant results of the study are as follows: analysis of the current state of management of socio-economic development of personnel of Chinese enterprises to identify weaknesses and develop a system of measures to improve the management of this development; consideration of external and internal environmental factors. The scientific and practical significance of the dissertation is that it considers the possibilities of influencing the management decision of the management of Chinese enterprises, which will contribute to the development of personnel and increase the efficiency of their functioning.

5. The main results obtained personally by the author. A detailed study of the content of the dissertation confirms that the scientific statements, research results, recommendations and conclusions in Mao Rong's work are sufficiently substantiated, reliable and obtained by the author personally.

Mao Rong's dissertation consists of an introduction, three chapters, conclusions, and a list of references, which are set out on 180 pages of the main text, including 34 tables and 31 figures. The list of references includes 168 titles on 22 pages.

The *introduction* of the dissertation contains all the structural elements, including the purpose, objectives, object and subject, research methods, testing of the results of the dissertation, as well as the individual contribution of the author in scientific works published in co-authorship.

In *the first chapter* of the dissertation, the author focuses on the formation of a personnel development management system, since its effectiveness is ensured by the presence of an active system, where the development subsystem is the key. After the modification, the author created a system of enterprise personnel management, which includes 8 subsystems, taking into account the main areas of management. The author has developed for the first time a conceptual model of personnel development management, which includes three subsystems: human, professional and sustainable (and social) development. The main component of the system of professional development of personnel is the assessment of readiness and perception of learning. The author identifies the need to develop a set of measures for the educational and professional development of staff in the following areas: adaptation of new employees; improving the efficiency of the enterprise as a whole; improving the efficiency of employees, their individual groups and units. The author emphasizes that professional training of personnel at an enterprise involves planning, forecasting

and organization of the development process, taking into account the specifics of its activities and financial capabilities. The problems that arise in the economic or managerial activities of an enterprise for the effective implementation of the concept of personnel development management are generalized. It is emphasized that evaluation of the effectiveness of personnel development management should be comprehensive, taking into account the conceptual, methodological and technological aspects. The author notes that this process should not lead to demotivation of personnel, but should be based on value-oriented approaches.

In *the second chapter* of her dissertation, Mao Rong emphasized that the determining factor for the stable progress of the state is the management of socio-economic development. The optimal development of personnel at enterprises is a priority task for management at all levels, as there is an imbalance between labor resources and jobs in China, which causes socio-economic problems. That is why a targeted demographic policy has contributed to a reduction in population growth, and to improving the level of education and professional development of the workforce. The article analyzes the change in the structure of employment in the country: a large number of people have moved from agriculture to industry and services. This allowed us to draw conclusions about China's ability to outpace other countries in terms of development. However, this progress comes at a cost: environmental degradation, social inequality, and imbalances in the labor market. The author has shown that the Chinese economy has enormous potential for socio-economic development. In the competitive struggle of enterprises, human resources management is key. The development of new technologies makes the digitalization of human resource management even more evident. Disparities in the development of human resources by region have been identified: the eastern region is more developed, the western region is less. That is why technological progress is changing the labor market, but cooperation and flexibility of work remain important advantages of human resources. It is emphasized that the enterprise's personnel management system consists of 8 subsystems and corresponds to the main areas of personnel management.

In *the third chapter* of the dissertation, the author reveals the problem of the lack of talented employees at enterprises due to the lack of a comprehensive system of motivation and talent development, because talent management is not a priority of HR policy, as management does not understand its importance. To change this situation, it was proposed to create working conditions that would allow employees to feel their importance and contribution to the socio-economic development of the enterprise. It is emphasized that effective staff motivation can be achieved through the best HR incentive methods, whether tangible or intangible incentives.

The author of the dissertation research gave her own interpretation of «talent». The concept she proposed is based on the idea of a «strategic» workplace and a talent pool. It is emphasized that successful enterprises use two levels of performance indicators – basic and advanced, which, together with the talent management model, stimulate employees to achieve maximum results. The author examines the mechanism of personnel management from the standpoint of systemic and integrated approaches. The author emphasizes that the functioning of this mechanism is ensured by the following subsystems: information, legal, financial, scientific and

methodological, and technical. It is the management mechanism that meets the enterprise's needs for labor, taking into accounts its quality, quantity and term of use. It is noted that innovations in the technological field have provided new opportunities in human resource management, but can lead to low human resource productivity due to replacement by machine labor. A new approach to human resource management assumes that employees are not an object of management but should be considered as a variable that needs to be worked on. The proposed approach requires understanding the development of each employee's personality and developing programs that will meet their needs. This approach allows achieving more efficient teamwork by stimulating personal motivation. However, the readiness of enterprises in the People's Republic of China to use a new approach to human resource management is an open question. Particular attention was paid to one of the possible tools for this – self-management, which can become a key component of human resource management. Self-management will allow managers to better study the employees of enterprises. The use of a material incentive model based on the assessment of the employee motivation system of enterprises and will provide an opportunity to motivate employees to perform work well, will help to effectively conduct personnel certification and control the quality of qualification knowledge and skills, automate the work of evaluating labor activity and the formation of current accounting and individual information for the calculation of material incentives, to assess the motivational potential, production, social and creative activity of employees, to model the accrual of regulated financial incentives.

The *conclusions* of the dissertation summarize the main provisions that specify the content of the conducted research and the obtained results in accordance with the tasks and the general purpose of the work.

The dissertation was checked for the presence of textual borrowings. The results of the analysis of the plagiarism check report for the presence of textual borrowings (Unicheck program) of the peer-reviewed dissertation allow us to note that Mao Rong dissertation on the topic «Management of socio-economic development of the enterprises' personnel» is the result of independent research of the acquirer and does not contain elements of plagiarism and borrowing in accordance with the resolution of the Cabinet of Ministers of Ukraine from 12.01.2022 №. 44, paragraph 9, used ideas, results and texts of other authors have a link to the relevant source.

6. Completeness of presentation of the dissertation material in scientific publications. Completeness of the dissertation material is presented in scientific publications. The materials of the dissertation have been tested during discussions at international conferences. The main results of the research are presented in 16 scientific papers, of which 5 are publications in scientific professional journals, including one publication indexed by the Scopus and Web of Science databases, which further confirms the high level of the applicant's scientific positions. The published works fully cover the materials of the dissertation.

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> (Scopus).

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 19 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 науковопрактичної 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. 20.

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.

7. Discussion comments on the content of the dissertation.

The content of the dissertation submitted for review allows conclusions to be drawn about the scientific maturity of the applicant: his ability to identify current issues in the field and her willingness to solve them at a sufficiently high scientific level. In general, Mao Rong's dissertation is a completely independent study in terms of content and form. To assess the scientific and practical significance of the dissertation positively, it is necessary to point out some questionable provisions:

– Given the topic of the research and the direction of the specialty 073 «Management», it would be more appropriate to substantiate the management functions, in particular planning, organization, motivation, control, in the theoretical chapter.

– In chapter 1, it would be advisable to highlight the modern concepts of managing the socio-economic development of enterprise personnel.

– In subchapter 2.2, it would be desirable to analyze in more detail the motivational incentives, in particular economic and social, which affect the level of socio-economic development of personnel.

– Taking into account the depth of the analytical work carried out in chapter 2, for better visualization it would be worthwhile to schematically depict the place of macro-, micro- and individual level of personnel development in the enterprise management system.

– It would be advisable to study in more detail the demand for promising professions and their impact on the socio-economic development of personnel.

However, the comments and wishes expressed do not detract from the overall

high quality of the research. The analysis of the dissertation and the scientific papers leads to the conclusion that Mao Rong's dissertation on the topic of «Management of socio-economic development of the enterprises' personnel» is a completed, independently conducted scientific work that has significant theoretical and applied significance. The dissertation solves a specific scientific task of developing theoretical provisions and methodological foundations, as well as formulating a practical model and recommendations aimed at promoting effective management of the socio-economic development of personnel of Chinese enterprises.

8. General conclusion. The dissertation work of Mao Rong is a completed scientific research carried out on a topical topic that fully reflects the essence of formulating new solutions to scientific problems obtained in the course of the study, in which the author improved the theoretical and methodological foundations and developed practical recommendations for managing the socio-economic personnel of enterprise development. The scientific results of the dissertation correspond to the specialty 073 «Management», in which the work was submitted for defense. The scientific significance of the results obtained is undoubted and sufficient to recognize the completeness of the study in all qualification criteria.

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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