

OPINION

of the official opponent

Doctor of Economics, Professor Tetiana Nykodymivna Shkoda

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at Kyiv National Economic University named after Vadym Hetman

for dissertation work of Cui Lijuan

«Human resource management in rural areas», submitted for the degree of the Doctor of Philosophy (PhD) by specialty 073 – Management.

1. Relevance of the dissertation topic

Human society has experienced the era of agricultural economy, the era of industrial economy, and currently has entered the era of knowledge economy. In the agricultural economy era, land is the main resource for economic development and social progress; in the industrial economy era, capital is the main resource and economic growth depends on the amount of capital input; while the knowledge economy era is characterized by the possession, allocation and use of knowledge by people, which determines the efficiency of national development. The British economist Harbison also said: "Human resources are the ultimate basis of national wealth, the active force that develops natural resources, builds socio-economic and political organization and moves the country forward. A country cannot develop anything else if it cannot develop the skills and knowledge of its people".

However, compared with urban areas, the quality of rural human resources in many countries in the world is low, and many farmers have not received higher education, and many of them are even illiterate or semi-literate. In addition, the housing conditions in rural areas of some poor countries are more difficult, and the living standards and medical conditions are not as good as they should be, resulting in lower physical quality of farmers, which to a certain extent inhibit the development of rural economy. Therefore, how to transform the rich rural human resources into strong human capital, and turn the population pressure into a driving force for development, has become a major problem in the process of rural construction in many countries, and is also a fundamental and critical issue for rural economic development.

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

The dissertation was carried out following of scientific research of the key project of the Ministry of Education in the "14th Five-Year Plan" of China's Education Science in 2021 (project number: DHA210343), in which the author investigated the foreign experience of human resources management. It proves the connection of the dissertation with scientific programs, plans and topics performed at the high level.

3. The degree of validity of the scientific statements, conclusions and recommendations formulated in the dissertation, their reliability and novelty.

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, the object, subject, and purpose have a good logical interrelation. The research object is the current situation of rural human resource management in China and Ukraine. The dissertation studies innovative theories, strategies, and methods of rural human personnel management, the existing problems in rural human resource management in China and Ukraine and the future development direction that have strong scientific and practical significance.

The purpose of the dissertation research is to build a complete theoretical system of rural human resources management, provide scientific management methods and models, and promote the sustainable and healthy development of rural economy and society.

The scientific conclusions and suggestions obtained from the research are based on the general scientific and economic methods of scientific knowledge. In the research process, the Cui Lijuan used extensive and universal scientific research methods, combined with special research methods, to extensively study the regulations and cases of rural human resources management. Combined with their own field investigations and research, the author confirmed the scientific results obtained in this scientific research. From the perspective of theory and methods, they are scientifically reasonable and reliable.

The dissertation represents the independent scientific work of the author. The results of checking the dissertation for the academic honesty satisfies the requirements for the dissertation's defense.

Approbation of the scientific and practical results presented in the dissertation was carried out by the applicant personally.

In the published works, printed in co-authorship, individual theoretical developments, setting up and conducting of all experimental studies, processing of the obtained results, scientific analysis of research results, formulation of conclusions and proposals belong to the doctoral student.

All of the above enable us to state the adequacy of the validity and reliability of the main provisions, conclusions, and recommendations of the dissertation.

4. Scientific novelty of the obtained results

The main terms and results of the dissertation research are disclosed by the author at conferences and seminars, among which the most important are the following ones: All Ukrainian Scientific and Practical Internet-Conference "Public Management and Administration in processes of economic reforms" (November 19,

2019, Kherson), VII International scientific and practical conference “Modern management: trends, problems and perspectives of development” (April 14, 2021, Dnipro), International scientific conference “Entrepreneurship in agrarian sphere: global challenges and effective management” (12-13 February 2020, Zaporizhzhia).

The scientific novelty of the obtained results is the development of ideas, principles and practical recommendations for the future management of rural human resources in China and Ukraine. The scientific novelty of the most significant results obtained in the research process is as follows:

First obtained:

the methodological foundations of the rural human resources management system based on the generation of ideas, the definition of strategic goals, tasks and principles for the sustainable revitalization and development of rural areas are scientifically substantiated.

the axiological characteristics of human resource management models oriented towards politics, education and systemic social guarantees for the implementation of the principles of effective and efficient management of human resources in rural areas are formulated.

the priorities of the strategy of revitalization of the Ukrainian countryside, which is based on decentralization approaches, development of social infrastructure, construction of a system of high-quality service provision in order to reduce the negative impact of the removal of the rural population, are substantiated.

Further developed:

a methodical approach to assessing the level of development of human resources in rural areas, which, unlike the existing ones, is built on the basis of qualitative characteristics of the quality and living conditions of the rural population, which allows forming comprehensive characteristics of the state of development of rural areas.

Received further development:

- theoretical generalization of concepts, models of human resources development based on the establishment of a relationship between the activity of decentralization transformations in Ukraine and the development of the social infrastructure of rural areas, reforming the education and health care sectors, in order to form priorities for the development of human resources;

- a scientific generalization of incentives for the movement of China's surplus labor force based on the professional transformation of farmers and urbanized geographic relocation to improve the rural human resource management system;

- substantiation of organizational and methodological support for the creation of educational organizations based on the strengthening of the leading role

of education in rural communities for the formation of full-fledged public education in rural areas.

5. Theoretical and practical significance of the obtained results

This study investigates the current situation of human resource management in rural areas of China and Ukraine and finds out the existing problems, which can provide reference for the government to make rural development planning; The suggestions of rural human resources management are based on the investigation of rural human resources, which can not only further improve the level of rural human resources development and management, promote rural construction in an all-round way, but also provide intellectual support for education and training institutions, and have important practical significance for the improvement of the labor market in both investigated countries.

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

The main results of the dissertation work are presented in 1 publication in the Web of Science Core Collection and/or Scopus databases, 6 articles in scientific professional publications and International Journals, 3 scientific conference papers, and the number of publications is sufficient for the dissertation to be submitted for defense.

SCOPUS / Web of Science publications

1. Lijuan Cui, Viktoriia Medvid (2022). Interactive relationship between China's industrial structure and human resources employment structure. *Problems and Perspectives in Management*, 20(1), 177-189. [http://dx.doi.org/10.21511/ppm.20\(1\).2022.16](http://dx.doi.org/10.21511/ppm.20(1).2022.16). (The applicant participated in research, analysis of the results and writing the article.)

Articles in scientific professional publications and International Journals

2. Cui Lijuan. (2021). Research status of rural human resource management in china: based on citespace's quantitative analysis. *Management and entrepreneurship: trends of development*, 4(18), 21-30. <https://doi.org/10.26661/2522-1566/2021-4/14-02>. (The applicant participated in research, analysis of the results and writing the article.)

3. Cui Lijuan, Shen Jialong (2022). Research on Rural Human Resources in China: Bibliometric Analysis Based on CNKI Database. *Облік і фінанси*, 1(95), 97-102. [https://doi.org/10.33146/2307-9878-2022-1\(95\)-97-102](https://doi.org/10.33146/2307-9878-2022-1(95)-97-102). (The applicant participated in research, analysis of the results and writing the article.)

4. Viktoriia Medvid, Cui Lijuan (2023). Comparison of rural population burden between china and Ukraine. *Механізм регулювання економіки*, 1 (99), 52-58. <https://doi.org/10.32782/mer.2023.99.09>. (The applicant participated in research, analysis of the results and writing the article.)

5. Cui Lijuan, Viktoriia Medvid, Valentyna Khrapkina, Shen Jialong.(2019).Rural surplus labor migration: an experience introduction to rural human resource management in China. *Актуальні проблеми економіки*,12 (222), 107-115. <https://doi.org/10.32752/1993-6788-2019-1-222-107-115>. (The applicant participated in research, analysis of the results and writing the article.)

6. Cui Lijuan.(2021). A comparative analysis of the consumption structure of Chinese urban and rural residents. *International scientific journal «Internauka»*.Series: «Economic sciences»,12(56), vol. 2. 43-50.<https://doi.org/10.25313/2520-2294-2021-12-7799>.(The applicant participated in research, analysis of the results and writing the article.)

7. Lijuan Cui, Viktoriia Medvid, Hejun Zhao, Rui Liang,Jialong Shen.(2022).Cultivation of new professional farmers: an experience introduction to rural human resource management in china. *Journal of Innovations and Sustainability*,6(1).<https://doi.org/10.51599/is.2022.06.01.07>.(The applicant participated in research, analysis of the results and writing the article.)

Conference papers

8. Cui Lijuan, Viktoriia Medvid. The experiences of rural human resources development in China from the perspective of Lewis model, *Матеріали III Всеукраїнської науково-практичної інтернет-конференції «Публічне управління та адміністрування у процесах економічних реформ»*, November 19, 2019, м. Херсон, С. 359-362.

9. Lijuan Cui, Viktoriia Medved. Current issues of management of rural human resource in China, *Матеріали VII Міжнародна науково-практична конференція «Сучасний менеджмент: тенденції, проблеми та перспективи розвитку»*, April 14, 2021, Дніпро, С.21-22.

10. Cui Lijuan, Medvid V., Shen Jialong. The impact of rural human resources development and management on regional economic development, *Матеріали Міжнародної наукової конференції «Підприємництво в аграрній сфері: глобальні виклики та ефективний менеджмент»*, 12-13 February 2020, Запоріжжя, С.453.

7. The degree of validity of scientific provisions.

The dissertation is characterized by a clear adherence to the structural and logical scheme of the research, the compliance of the scientific results and the provisions issued for the defense of scientific novelty with the set goal and the specific tasks of the research. Cui Lijuan used the appropriate number of information sources from open databases, regulatory and legal literature, statistical and analytical materials. The research results and the author's recommendations have been approbated during Cui Lijuan's participation in the work of international conferences, as well as published in scientific journals, including the publication

indexed by Scopus and Web of Science. The above mentioned provisions are evidence of a sufficient level of validity and reliability of the results of scientific research, conclusions and proposals.

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

The dissertation consists of an introduction, three chapters, conclusions, a list of references and appendices. The total volume of work is 248 pages. The work contains 40 tables and 43 figures. The references consist 201 publications. The dissertation uses structured tables, and diverse figures to give a comprehensive view of the study as a well-structured and logical scientific work.

The first section discusses the theory of human resources management in its rural specifics. Three important aspects of rural human resources management are highlighted in this section. The first aspect is dedicated to the sustainable development of rural regional economy. The second aspect is the analysis of the impact of decentralization in Ukraine on rural human resources management paying special attention to their quality. And the third important aspect is the analyzed Chinese experience in rural human resource management at the macro level.

The second section analyzes the current situation of rural human resource management in China and Ukraine based on the following main indicators: number of population and such demographic indicators as population quality, population material level, living conditions of rural population and infrastructure provision. The obtained results of the performed analysis demonstrated the different problems in the rural human resource management in China and Ukraine.

The third section focuses on the determination of ideas and principles of rural human resources management. Summarizing the experience of the USA, Germany, Japan, India and Brazil gave the possibility to form the strategic priorities of the further development of rural human resources management. Three models of rural territories management are proposed in the dissertation: the policy-led model, the education and training model, and the institutional guarantee model with the detailed directions of recommended efforts and specific practices for future.

The conclusions drawn by the author based on the results of the study are valuable and meaningful and reveal the results of the research task.

Overall, the dissertation is complete, original, and logical, contains valuable theoretical and applied scientific provisions and presents systematic solutions as well as recommendations to the level of practical application.

9. Evaluation of the language and style of the dissertation

The dissertation is written in competent English, has meaningful integrity, consistency and completeness. The style of presentation of the material corresponds to that accepted in the scientific literature.

10. Discussion comments on the content of the dissertation.

Although the reading of the dissertation and the Cui Lijuan's publications left a positive impression, it is important to note some of its shortcomings and controversial provisions, namely:

1. In the second section of the dissertation, there is a lack of information on the living conditions of the populations of the two countries.

2. Incomplete data collection in Table 2.34 "Health expenses in rural China from 2012-2021" and Table 2.35 "Per capita health costs in rural China over the years".

3. The quality of the dissertation work is highly increased by presenting the obtained results in the form of structural and logical schemes. Such schemes are a graphical way of organizing information and showing the way of PhD student's thinking about how the developed idea might work. They are a visual approach to the implicit maps of how the proposed approach works or develops. Structural and logical schemes are tools that present a plan, a program or a project in a concise visual form. They also describe the proposed activities and expected results.

There is a lack of such instrument's implementation in the dissertation work.

4. The quality of scientific works in management is also improved by developing the questionnaires and conducting the appropriate topics surveys with further obtained results that are used as grounds for further developments. Surveys are useful for analyzing the characteristics of a large group of people. This research method can offer a wide scope to ensure a more accurate sample to collect targeted results from which to draw conclusions and make important dissertation's improvements.

The survey method is highly recommended for improving the further scientific researches of Cui Lijuan.

5. There is a mention in the dissertation about entering of human society into the era of knowledge economy. The current state of knowledge economy's development is characterized by high speed of such innovative technologies as artificial intelligence. Some researches write on the total transformation of the current market by the technology of artificial intelligence in 45 minutes. The appropriate analysis of the impact of artificial intelligence on rural human resource management will enrich the dissertation and create a lot of discussions in the scientific world paying attention to benefits and potential risks brought by this technology to rural human resources.

It is important to emphasize that the above-mentioned comments and wishes on the dissertation work are not fundamental and do not reduce the overall positive assessment of the work.

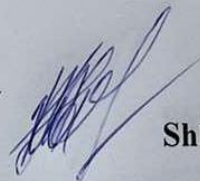
II. Conclusion on compliance of the dissertation work with the requirements of the procedure for obtaining a scientific degree

The dissertation thesis of Cui Lijuan is an independent, completed qualifying scientific work, relevant, aimed at building a complete theoretical system of rural human resources management, provide scientific management methods and models, and develops practical recommendations for human resources management in rural areas. The work contains new scientifically based results and corresponds to specialty 073 - Management. The scientific significance of the obtained results is confirmed and sufficient to recognize the completion of the research by all qualifying signs.

Cui Lijuan's dissertation on the topic «Human resource management in rural areas», 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 of Cui Lijuan corresponds to the passport of the specialty.

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