

CONCLUSION
of the official opponent
for the dissertation work of a graduate student Cui Lijuan on the topic
" Human resource management in rural areas", which is presented for
obtaining the degree of Doctor of
Philosophy in specialty 073 "Management".

Relevance of the dissertation topic

Human resources are the core of modern management, and constantly improving the level of human resources development and management is not only the need for economic development and market competitiveness, but also an important guarantee for the long-term prosperity of a country, a nation and a region, and an important measure for modern people to fully develop their own potential, adapt to society and transform society. Human resources include quantity and quality two aspects, is the unity of quality and quantity. But in many countries, especially in the developing world, this advantage is more quantitative than qualitative. Rural human resources are one of the indispensable elements of rural economic development, and should achieve the unity of quality and quantity. Compared with cities, the quality of rural human resources in many countries in the world is low, many farmers have not received higher education, and even many farmers are still illiterate or semi-illiterate, which inhibits the development of rural economy to a certain extent. Therefore, how to transform the abundant rural human resources into strong human capital and turn the population pressure into the driving force for development has become a major problem faced by many countries in the process of rural construction, and it is also a fundamental and key issue for rural economic development.

Connection of work with scientific programs, plans, themes

The dissertation was carried out following the key project of the Ministry of Education in the "14th Five-Year Plan" of China's Education Science in 2021 (project number: DHA210343).

Validity and novelty of research results

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 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.

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.

Complete presentation of the main results of the dissertation

The main results of the thesis 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.

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.

Unity of the content of the work, evaluation of the language and style of the dissertation

The text of the dissertation is written in competent technical English in a logical and consistent manner. Dissertation structure, language and presentation style meet the requirements for PhD dissertations. The scientific terminology used in the work is generally recognized. The style of presenting the results of theoretical and practical research, new scientific provisions, conclusions and recommendations ensures the accessibility of their perception and use. The dissertation is a completed scientific work corresponding to specialty 073 "Management".

Characteristics of the academic integrity of the acquirer

Cui Lijuan's dissertation was checked for academic plagiarism using a licensing program. The analysis of the results of checking Cui Lijuan dissertation for academic plagiarism, taking into account the explanations provided regarding the coincidence of some part of the dissertation with Cui Lijuan articles, shows the absence of academic plagiarism, self-plagiarism, fabrication, falsification, etc.

Recommendations and comments on the dissertation work

Noting positively the level of scientific and practical value of the dissertation, it is necessary to note a number of remarks:

1. The paper uses four indicators to comparatively analyze the situation of human resources management in rural areas of China and Ukraine, but the fourth indicator, "living conditions of population", is less well supported by data.

2. Some of the recommendations given in the third part of the thesis are not particularly operational, i.e. the guidance given in the practical sessions is not particularly prominent.

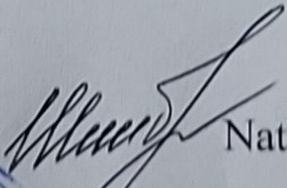
The comments and suggestions expressed are not of fundamental importance, some have a debatable nature, do not affect the value of the dissertation and do not reduce the overall positive evaluation of the content of the dissertation, which solves an important scientific and practical problem and will contribute to the development of the rural human resource management.

Conclusion

Dissertation work graduate students Cui Lijuan submitted for obtaining the degree of Doctor of Philosophy in the specialty 073 "Management" according to the signs of scientific novelty, theoretical and practical significance of the obtained results in full meets the requirements of the "Procedure for awarding the degree of Doctor of Philosophy and annulment of the decision of the one-time specialized academic council of the institution of higher education, scientific institution on awarding the degree of Doctor of Philosophy", approved by Resolution No. 44 of the Cabinet of Ministers of Ukraine dated January 12, 2022 and the direction of scientific research of the educational and scientific training program Doctor of Philosophy of the Sumy National Agrarian University. The author of the work Cui Lijuan deserves to be awarded the scientific degree of Doctor of Philosophy in the specialty 073 Management.

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