

REVIEW

**Doctor of Economics, professor, professor of the Department of Management
named after Professor L.I. Mykhailova, Sumy National Agrarian University
Nataliya STOYANETS**

**on the dissertation work of a graduate student of the Department of Economics
and entrepreneurship named after Professor I.M. Bryuhovetsky**

Cui Lijuan on the topic:

« Human resource management in rural areas »,

**presented for obtaining the scientific degree of Doctor of Philosophy in the
specialty 073 – Management**

1. Relevance of the topic of the dissertation. The rise and fall of a country depends on the quantity and quality of human resources. As of 2021, the total population of the world is 7.875 billion, of which, the rural population accounts for more than half, and the rural human resources are huge in quantity, providing abundant labor for rural economic construction. 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, topics, plans. 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 Cui Lijuan investigated the foreign experience of human resources management.

3. 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.

4. The scientific and practical significance of the dissertation. 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.

5. Characterizing the structure and content of the reviewed dissertation, one should note that the work contains an introduction, three main sections, conclusions, a list of references and appendices. A brief description of the work's main content and the research results are presented in the abstract. The main text of the work is laid out on 248 pages, which also contains 40 tables and 43 figures, which complement the presentation of the author's text and illustrate the obtained scientific results. The research used a significant number of scientific sources – 201, which testifies to the validity and reliability of the obtained results.

The introduction to the dissertation contains an overview of the relevance and main elements of scientific research: goals, tasks, object and subject, and research methods. The introduction also describes the author's scientific results and their practical significance.

Section 1 of this study is the theoretical basis of rural human resource management. Firstly, the essence and importance of rural human resource management is analyzed. Secondly, this part analyzes the impact of decentralization on rural human resources management in Ukraine. Finally, this part introduces the experience of rural human resource management in China.

Section 2 investigates and analyzes the current situation of rural human resource management in China and Ukraine. This part analyzes the current situation of rural human resources in China and Ukraine from the four indicators of population quantity,

population quality, population material level and population living conditions, and explores the problems existing in the human resources management of the two countries through the current situation investigation.

Section 3 puts forward some suggestions for optimizing rural human resource management in China and Ukraine. This study holds that in order to do a good job in the management of rural human resources, it is necessary to mobilize all forces, take the theory of human capital as the guide, clarify the ideas, determine the development goals and principles, and clarify the development tasks and management difficulties.

The conclusions of the study showed that, first, both China and Ukraine have a serious population burden in rural areas, but the manifestations of the population burden are very different. Second, in all human resources management means, education and training is the most important way of management, but also the key to the development of rural economy and the improvement of human resources quality. Thirdly, the implementation of rural human resource management needs to learn from other countries' experience.

6. 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.

The main provisions and results of the dissertation research were made public by the author at conferences, seminars, meetings, among which the most important The main results of the research were examined at international conferences were: All-Ukrainian Scientific and Practical Internet Conference "Public Management and Administration in the Processes of Economic Reforms" (Kherson), the International Scientific and Practical Conference "Modern Management: Trends, Problems and Prospects for Development" (Dnipro), the International Scientific Conference "Entrepreneurship in the Agrarian Sphere: Global Challenges and Effective Management" (Zaporizhzhia).

7. The author's personal participation in obtaining the scientific and practical results presented in the dissertation. 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.

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.

The degree of maturity of the acquirer. During her graduate studies and dissertation work, she demonstrated a high level of scientific training, knowledge of the "human resource management" specialty, the ability to formulate and solve scientific problems, and outline the ways of their practical implementation. Cui Lijuan has the ability to analyze and synthesize scientific knowledge and formulate substantiated conclusions, possesses modern methods of experimental research, packages of special programs for calculating the results of experiments.

8. Evaluating the dissertation work positively, one should point out specific debatable issues:

1. It is necessary to enrich the analysis of the "essence of rural human resources management".
2. The second part does not analyze with sufficient precision some of the causes of the problems of rural human resources management in the two countries.
3. The third part of the management model needs to be elaborated more specifically.

However, the above remarks do not impact the overall high evaluation of Cui Lijuan's research. According to the results of a detailed examination of Cui Lijuan's dissertation and scientific publications, one should note the applicant's scientific maturity and ability to conduct independent research at a high scientific level. The reviewed dissertation is a completed, independently performed scientific work characterized by integrity and significant theoretical and applied value.

9. Conclusion on compliance of the dissertation work with the requirements

of the procedure for obtaining a scientific degree.

The dissertation work of Cui Lijuan's is a completed scientific study, conducted around a relevant topic, which fully reflects the essence of formulating new solutions to scientific problems obtained in the course of the research, in which the author improves the theoretical and methodological principles and develops practical recommendations for human resource management in rural areas. The scientific results in the dissertation correspond to the speciality 073 «Management», for which the work is submitted for defense. The scientific significance of the results is undoubted 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 corresponds to the passport of the specialty.

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