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DISSERTATION

**Management of socio-economic development of the
enterprises' personnel**

Speciality 073 - Management
(Field of study 07 – Management and administration)

Submitted for a scientific degree of Doctor of philosophy

The dissertation contains the results of own research. The use of ideas, results and
texts of other authors have references to the relevant source

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ABSTRACT

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The management of socio-economic development is one of the determining factors of ensuring the stable development of the state in general, and achieving the optimal indicator of the development of the personnel of enterprises should be considered as the primary interest of management at all levels, a prerequisite and, at the same time, as a result of successful business operation.

Due to the high share of Chinese citizens in the total population of the world, in this country has formed an imbalance between the surplus of labor resources and the shortage of jobs, which creates certain problems of a socio-economic nature. Since the 60s of the 20th century, a purposeful demographic policy has been implemented in the country, which has its own effective consequences: the natural increase of the population has decreased by three times, which has improved the general indicators of the country's socio-economic development. Instead, it has made it possible to significantly increase the professional and educational level of China's labor resources over the past 30 years: its own education system is developing, the government of the People's Republic of China made a bet on the education of young people in Japan and the USA in order to improve the quality of life of the population and the level of their wages in the market, because now a surplus in the labor market allows wages to be kept low. The structure of employment has also fundamentally changed. Millions of people moved from agriculture to industry, construction and the service sector: the

number of people working in the city increased almost 8.5 times, and in the countryside - only 2.7 times.

Instead, the following gains in economic progress have come at a high price: damaged ecology, social inequality, disparities in the labor market, etc.

Important features of the Chinese economy are its geographical size and population, which constitutes a huge potential for socio-economic development. In the future competition of enterprises, personnel management is a key link. The rapid development of the fourth scientific and technological revolution of the application of big data, cloud computing, blockchain, digitalization, 5G and other technologies makes the digitalization of human resources management more and more obvious. Therefore, the main task of the dissertation was to analyze the new characteristics of the management of the socio-economic development of the personnel of enterprises, identify possible problems and propose solutions to implement innovative and benign development of human resources management in the era of new technologies.

Thus, were revealed disproportions in the socio-economic development of human resources by region and country. The eastern region is the most developed, the western region is the least developed. Such an imbalance arose due to the peculiarities of the location of business territorially in the provinces of China. For example, the east of the country is the flagship of educational activity, the main universities are concentrated here. In addition, large metropolises and business centers are concentrated in the eastern part. On the other hand, in the western provinces are concentrated enterprises of raw material-important branches of the economy: mining of natural minerals, agriculture, heavy engineering and metallurgy. All these are factors of uneven social and economic development of human resources and personnel of enterprises in particular.

On the other hand, technological progress has a very strong influence on the labor market. Due to the substantial replacement of workers by machines in the workplace, the competitiveness of talent should increase all the time. But the indisputable advantage of human resources in any production is the ability to cooperate, the use of soft skills, flexibility in work.

When forming the development system of personnel management, 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. After the modification, the personnel management system of the enterprise was formed 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.

In the dissertation, for the first time, a conceptual model of enterprise personnel development management was proposed in accordance with the obtained attributive structure of the personnel development management system as a process that includes 3 subsystems: human, professional, sustainable (and social) development; as a result, a system of professional development of personnel at the enterprise was formed 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.

At enterprises, it is proposed to develop a set of measures for the educational development of personnel in the following directions: adaptation of new employees; increasing the efficiency of the enterprise as a whole; increasing the efficiency of the work of employees, their separate groups and divisions. To improve the professional development of personnel at the enterprise, a set of measures for professional training

is proposed, which allow planning, forecasting and organizing the professional development of personnel at the enterprise.

Consistent and purposeful implementation of the components of the concept of talent management considered by us will create a favorable basis for the formation of a holistic strategy for the development and management of talents in the company, the main goals and priorities of which should be organically combined into an integrated overall strategy for its development. Companies' understanding and awareness of the importance of talent as a component of their competitiveness will contribute to the formation of an effective personnel management system based on value-oriented approaches to human intellectual abilities.

It was found, the system of personnel development methods through training, which are expediently applied in modern enterprises, is extensive and has its own specific application depending on the need, financial capabilities, and the severity of problems arising in the economic or management activities of the enterprise.

Studies have shown that for the effective implementation of the conceptual model of personnel development management, several basic rules must be followed:

- in the process of management and organization of personnel development at enterprises, it is necessary to take into account the laws and principles of management that determine its actions, formation and development;

- correctly define the goal, which will contribute to a clear idea of the result and ensure the relationship of goals (building a tree of goals);

- plan the use of your time to achieve your goals; make management decisions by analyzing the state of the external environment, which will allow identifying the urgency of the need for personnel development;

- carry out an assessment of own resource capabilities (limitations) for the development of strategic goals of the enterprise and personnel development strategy.

Evaluating the effectiveness of the company's personnel development management, we propose to determine aspects of a conceptual, methodological and technological nature. This approach will allow a comprehensive investigation of the problem from the point of view of the systemic development of the enterprise. Given the need to develop personnel potential, it is important that evaluation does not become a demotivator and does not become a sanctioning procedure, since a person cannot work effectively in conditions of coercive or punitive measures of influence.

In the dissertation work, was improved the methodical approach to managing the socio-economic development of enterprise personnel by taking into account in the social criteria the evaluation of the improvement of the qualifications of employees, which transparently and quantitatively reflects the level of professional knowledge acquired through training. In addition, a person's potential ability (talent) to learn will qualify as a criterion for enrolling an employee in the development subgroup in the company's personnel management system.

A 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. It was determined that talent management is not a priority of companies' personnel policy due to managers' lack of understanding of its necessity. Therefore, one of the ways to solve the problem should be the creation of an environment and working conditions in which the employee would feel his importance, aware of his own contribution to the socio-economic development of the enterprise. It has been proven that staff motivation can be effective if the best HR methods of tangible and intangible incentives are used ($R^2 = 0.87811$, $d=0.002$).

In the dissertation, the author's interpretation of the definition of "talent" is defined as an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Thus, staffing and talent management are based on the concept of a "strategic" workplace. Research shows that the most successful companies develop two levels of performance indicators - basic and advanced, or, in other words, minimally necessary and desirable. Such a way of setting tasks in combination with a built-in management model of talented employees effectively stimulates them at the same time as the company achieves the maximum result.

The theoretical and methodological mechanism of personnel management was improved - it is a set of relationships, connections, forms and methods of influencing the process of personnel management, its production, distribution and use. If we consider this aspect from the standpoint of systemic and complex approaches, then the personnel management mechanism is revealed as 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, elements expresses the content of the general personnel management process. The functioning of this mechanism is provided by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, 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.

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. However, the imperfection, uncertainty and overuse of new technologies can also cause human resource management problems. First of all, the starting point of labor management should be a system of views on each employee of

the enterprise. It is important to realize that with all the convictions about the importance of labor resources and the creation of the most favorable conditions for revealing the potential of each employee, human resources are considered as an object of enterprise management.

The approach proposed assumes that a person is a changeable, but uncontrolled variable of the enterprise. The management's task in this case is to study the patterns of personality development and develop appropriate programs that provide better satisfaction of the growing needs of each employee than competitors. Thus, it is necessary to change the system of views on a person in the organization.

Along with that, enterprises that do not understand this in time may turn out to be uncompetitive in the market, which is already characterized by constantly growing challenges regarding the quality and safety of products and puts forward new requirements for the technical and technological equipment of product manufacturers.

The new approach to personnel management requires the solution of two types of tasks: the first is the study of a person as an independent unit of the enterprise, the second is the development of an action program aimed at the best satisfaction of individual needs. The final result of such activities should be more effective work of each member of the company's team, which is stimulated by personal motivation.

One of these tools can be self-management, the role of which is still underestimated. Initially, self-management was considered only as a direction of management related to the scientific organization of the manager's work. However, recently it began to stand out as an independent branch of knowledge. Within the framework of the proposed approach in the dissertation, self-management can become the most important component of human resources, which provides managers with tools for effective social and economic development of personnel in the company.

Thus, the use of a material incentive model based on the assessment of the motivation system of employees of enterprises will provide an opportunity to motivate employees to perform work well, 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 accrual of material incentives, to assess the motivational potential, production, social and creative activity of employees, to model the accrual of regulated material incentives.

The key development direction of Chinese enterprises is the readiness to use new approaches in personnel management, which undoubtedly requires the development of effective tools. Therefore, this dissertation 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.

Keywords: management, personnel management, professional development and training of personnel, talents, socio-economic development, China, human resource management, social responsibility, management of development, digitalisation, pandemic, innovation, HR-manager, motivation, enterprises.

АНОТАЦІЯ

Мао Жун. Управління соціально-економічним розвитком персоналу підприємств. – Кваліфікаційна наукова праця на правах рукопису.

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Управління соціально-економічним розвитком є одним із визначальних факторів забезпечення стабільного розвитку держави загалом, а досягнення оптимального показнику розвитку персоналу підприємств слід розглядати як першочерговий інтерес менеджменту на всіх рівнях, передумову і водночас як результат успішного функціонування бізнесу.

Кожен п'ятий житель планети є громадянином Китаю. Величезна чисельність населення, з одного боку, передбачає наявність величезних трудових ресурсів, а з іншого – стає перешкодою для збільшення доходів населення, загострює продовольчі та житлові проблеми, зменшує можливості працевлаштування. З 60-х років 20 століття в країні проводиться цілеспрямована демографічна політика, що має свої ефективні наслідки: природний приріст населення скоротився втричі, що покращило загальні показники соціально-економічного розвитку країни. Натомість це дозволило на останні 30 років значно збільшити професійно-освітній рівень трудових ресурсів Китаю: розвивається власна система освіти, а уряд підтримує навчання китайських студентів за кордоном, особливо в США та Японії. Але країна все ще залишається майже необмеженим резервом дешевої робочої сили, надлишок на ринку робочої сили дозволяє утримувати заробітну плату на низькому рівні. Докорінно змінилася й структура зайнятості. Багатомільйонні маси населення перемістилися з сільського господарства в промисловість, будівництво та сферу

послуг: кількість працюючих у місті зростає майже у 8,5 рази, а на селі — лише у 2,7 рази.

Проте високі темпи економічного розвитку та вихід на лідируючі позиції у світі дісталися Китаю дорогою ціною: зіпсована екологія, соціальна нерівність, диспропорції на ринку праці тощо.

Важливими особливостями китайської економіки є її географічний розмір і чисельність населення, що становить величезний потенціал соціально-економічного розвитку. У майбутній конкуренції підприємств управління персоналом є ключовою ланкою. Стрімкий розвиток четвертої науково-технічної революції застосування великих даних, хмарних обчислень, блокчейн, цифровізація, 5G та інших технологій робить цифровізацію управління людськими ресурсами все більш очевидною. Тому, основним завданням дисертаційної роботи було проаналізувати нові характеристики управління соціально-економічним розвитком персоналу підприємств, виявити можливі проблеми та запропонувати рішення, щоб реалізувати інноваційний та доброякісний розвиток управління людськими ресурсами в епоху нових технологій.

Так, були виявлені диспропорції в соціально-економічному розвитку людських ресурсів по регіонах і країнах. Найбільш розвинутим є східний регіон, найменш розвинутим – західний. Це пов'язано зі структурними особливостями економічного розвитку та територіальним розміщенням підприємств різних видів бізнесу. Наприклад, усі основні університети розташовані у східній частині. Крім того, у східній частині зосереджені великі мегаполіси та бізнес-центри. З іншого боку, для західної частини країни характерна наявність підприємств сировинної сфери (видобуток природних копалин, сільське господарство) та важкого машинобудування та металургії. Усе це є чинниками нерівномірності соціально-економічного розвитку людських ресурсів і персоналу підприємств зокрема.

Натомість, на ринок праці дуже сильний вплив має технологічний прогрес. Через суттєве заміщення працівників машинами на робочих місцях, конкурентоспроможність талантів має весь час підвищуватись. Але беззаперечною перевагою людських ресурсів в будь-якому виробництві є здатність до кооперації, використання софт-скілз, гнучкість в роботі.

При формуванні системи розвитку управління персоналом встановлено, що управління здійснюється лише за умови існування активної системи, де однією із складових є підсистема розвитку. Після проведення модифікації було сформовано систему управління персоналом підприємства, яка складається з 8 підсистем (у тому числі підсистеми управління розвитком персоналу) і відповідає за своєю суттю основним напрямом та функціям управління персоналом.

У дисертаційній роботі вперше запропоновано концептуальну модель управління розвитком персоналу підприємства відповідно до отриманої атрибутивної структури системи управління розвитком персоналу як процесу, що включає 3 підсистеми: людський, професійний, сталий (і соціальний) розвиток; в результаті сформувався система професійного розвитку персоналу на підприємстві в залежності від етапів включення індивідів в організацію, основою ефективності якої є визначення рівня готовності та сприйняття навчання організацією.

На підприємствах запропоновано було розробити комплекс заходів щодо освітнього розвитку персоналу за такими напрямками: адаптація нових працівників; підвищення ефективності діяльності підприємства в цілому; підвищення ефективності роботи працівників, їх окремих груп і підрозділів. А для вдосконалення професійного розвитку персоналу на підприємстві було запропоновано комплекс заходів щодо професійного навчання, які дозволяють планувати, прогнозувати та організовувати професійний розвиток персоналу на підприємстві.

Послідовна і цілеспрямована реалізація розглянутих складових концепції управління талантами, створить сприятливу основу для формування цілісної стратегії розвитку та управління талантами в компанії, основні цілі та пріоритети якої мають органічно поєднуватися в інтегровану загальну стратегію її розвитку. Розуміння та усвідомлення компаніями важливості таланту як складової їхньої конкурентоспроможності сприятиме формуванню ефективної системи управління персоналом, заснованої на ціннісно-орієнтованих підходах до інтелектуальних здібностей людини.

Виявлено, що система методів розвитку персоналу шляхом навчання, які доцільно застосовувати в сучасних підприємствах, обширна і має свою специфіку застосування в залежності від потреби, фінансових можливостей, гостроти проблем, що виникають у господарській чи управлінській діяльності підприємства.

Дослідження показали, що для ефективної реалізації концептуальної моделі управління розвитком персоналу необхідно дотримуватись кількох основних правил:

- у процесі управління та організації розвитку персоналу на підприємствах необхідно враховувати закономірності та принципи управління, що визначають його дії, формування та розвиток;
- правильно визначити мету, що сприятиме чіткому уявленню про результат і забезпечуватиме взаємозв'язок цілей (побудова дерева цілей);
- планувати використання свого часу для досягнення поставлених цілей; приймати управлінські рішення шляхом аналізу стану зовнішнього середовища, що дозволить виявити актуальність потреби у розвитку персоналу;
- здійснити оцінку власних ресурсних можливостей (обмежень) для розробки стратегічних цілей підприємства та стратегії розвитку персоналу.

Оцінюючи ефективність управління розвитком персоналу підприємства, пропонуємо визначити аспекти концептуального, методологічного та

технологічного характеру. Такий підхід дозволить всебічно дослідити проблему з точки зору системного розвитку підприємства. Враховуючи необхідність розвитку кадрового потенціалу, важливо, щоб оцінка не стала демотиватором і не стала процедурою санкцій, оскільки в умовах примусових чи каральних заходів впливу людина не може ефективно працювати.

У дисертаційній роботі було удосконалено методичний підхід до управління соціально-економічним розвитком персоналу підприємств шляхом врахування у соціальних критеріях оцінки підвищення кваліфікації працівників, що прозора кількісно відображає рівень набутих професійних знань через навчання. Окрім того, потенційна здатність (талант) людини до навчання буде кваліфікуватись як критерій до зарахування працівника до підгрупи розвитку в системі управління персоналом підприємства.

При детальному вивченні стану управління соціально-економічним розвитком персоналу підприємств Китайської Народної Республіки було виявлено нестачу талановитих працівників через відсутність цілісної системи чинників мотивації та розвитку талантів: фінансових, матеріальних, управлінських. Було визначено, що управління талантами не є пріоритетом кадрової політики компаній через нерозуміння керівниками його необхідності. Тому одним із шляхів вирішення проблеми має стати створення середовища та умов праці, в яких працівник відчував би свою значущість, усвідомлював власний внесок у соціально-економічний розвиток підприємства. Було доведено, що мотивація персоналу може бути ефективною, якщо використовувати найкращі HR-методи матеріального та нематеріального стимулювання ($R^2 = 0,87811$, $d=0,002$).

У дисертації авторське трактування дефініції «талантом» визначається працівник, який займає стратегічне робоче місце в даний момент і (або) зможе зайняти його в майбутньому. Таким чином, резерв кадрів і управління талантами засновані на концепції «стратегічного» робочого місця. Дослідження

показує, що найбільш успішні компанії розробляють два рівні показників ефективності - базовий і розширений, або, іншими словами, мінімально необхідний і бажаний. Подібний спосіб постановки завдань у поєднанні з вбудованою моделлю управління талановитими співробітниками ефективно стимулює їх одночасно з досягненням компанією максимального результату.

Поліпшено теоретико-методичний механізм управління персоналом - це сукупність відносин, зв'язків, форм і методів впливу на процес управління персоналом, його виробництво, розподіл і використання. Якщо розглядати цей аспект з позицій системного та комплексного підходів, то механізм управління персоналом розкривається як єдина нероздільна система, кожен елемент якої налаштований на виконання своїх цілей і завдань, і водночас сукупність цих цілей, елементів виражає зміст загального процесу управління персоналом. Функціонування цього механізму забезпечують підсистеми: інформаційна, правова, фінансова, науково-методична, технічна. Таким чином, механізм управління — це система органів управління, засобів і методів, спрямованих на задоволення потреби підприємства в робочій силі в необхідній кількості, якості та в певний термін.

Інновації принесли виклики швидкого застосування нових технологій в управлінні людськими ресурсами в Китаї. Штучний інтелект, великі дані, блокчейн та інші технології широко застосовуються в галузі управління людськими ресурсами, приносячи ефективний, точний і науковий імпульс розвитку управління людськими ресурсами. Однак недосконалість, невизначеність і надмірне застосування нових технологій також можуть спричинити проблеми з управлінням людськими ресурсами. Перш за все, вихідним пунктом управління працею має стати система поглядів на кожного працівника підприємства. Важливо усвідомлювати, що при всіх переконаннях щодо важливості трудових ресурсів і створення максимально сприятливих умов для розкриття потенціалу кожного працівника, людські ресурси розглядаються

як об'єкт управління підприємством.

Запропоновано підхід, який передбачає, що людина є мінливою, але неконтрольованою змінною підприємства. Завдання керівництва в цьому випадку полягає в тому, щоб вивчити закономірності розвитку особистості і розробити відповідні програми, які забезпечують краще, ніж у конкурентів, задоволення зростаючих потреб кожного працівника. Таким чином, необхідно змінити систему поглядів на людину в організації.

Разом з тим, підприємства, які вчасно цього не зрозуміють, можуть виявитися неконкурентоспроможними на ринку, що й без того характеризується постійно зростаючими викликами щодо якості та безпеки продукції та висуває нові вимоги до техніко-технологічного оснащення виробників продукції.

Новий підхід до управління персоналом вимагає вирішення двох типів завдань: перше – вивчення людини як самостійної одиниці підприємства, друге – розробка програми дій, спрямованої на найкраще задоволення потреб особистості. Кінцевим результатом такої діяльності має бути більш ефективна робота кожного члена команди компанії, яка стимулюється особистою мотивацією.

Одним із таких інструментів може бути самоменеджмент, роль якого досі недооцінюється. Спочатку самоменеджмент розглядався лише як напрямок управління, пов'язаний з науковою організацією праці менеджера. Однак останнім часом воно стало виділятися в самостійну галузь знань. У рамках запропонованого підходу в дисертаційній роботі самоменеджмент може стати найважливішою складовою людського ресурсу, що забезпечує керівників інструментами для ефективного соціально-економічного розвитку персоналу в компанії.

Таким чином, використання моделі матеріального стимулювання на основі оцінки системи мотивації працівників підприємств надасть можливість мотивувати працівників на якісне виконання роботи, допоможе ефективно

проводити атестацію персоналу та контролювати якість кваліфікаційних знань і навичок, автоматизувати роботу з оцінювання трудової діяльності та формування поточної обліково-індивідуальної інформації для нарахування матеріального заохочення, для оцінки мотиваційного потенціалу, виробничої, соціальної та творчої активності працівників, для моделювання нарахування регламентованого матеріального заохочення.

Ключовим напрямком розвитку підприємств Китаю є готовність використовувати нові підходи в управлінні персоналом, що безсумнівно, вимагає розробки ефективних інструментів. Тому дане дисертаційне дослідження було сфокусоване на оцінці поточного стану рівня управління соціально-економічним розвитком персоналу підприємств Китайської Народної Республіки, виявленні слабких місць та побудові комплексної системи заходів поліпшення в управлінні соціально-економічним розвитком персоналу підприємств з урахуванням впливу зовнішнього та внутрішнього середовища. З практичної точки зору дисертаційне дослідження може вплинути на методи прийняття управлінських рішень менеджментом середньої та вищої ланки китайських підприємств стосовно розвитку персоналу та покращення показників власної діяльності.

Ключові слова: менеджмент, управління персоналом, професійний розвиток і навчання персоналу, таланти, соціально-економічний розвиток, Китай, управління людськими ресурсами, соціальна відповідальність, управління розвитком, цифровізація, пандемія, інновації, HR-менеджер, мотивація, підприємства.

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INTRODUCTION

Relevance of the topic. Due to the high share of Chinese citizens in the total population of the world, in this country has formed an imbalance between the surplus of labor resources and the shortage of jobs, which creates certain problems of a socio-economic nature. Since the 60s of the 20th century, a purposeful demographic policy has been implemented in the country, which has its own effective consequences: the natural increase of the population has decreased by three times, which has improved the general indicators of the country's socio-economic development. Instead, it has made it possible to significantly increase the professional and educational level of China's labor resources over the past 30 years: its own education system is developing, the government of the People's Republic of China made a bet on the education of young people in Japan and the USA in order to improve the quality of life of the population and the level of their wages in the market, because now a surplus in the labor market allows wages to be kept low. The structure of employment has also fundamentally changed. Millions of people moved from agriculture to industry, construction and the service sector: the number of people working in the city increased almost 8.5 times, and in the countryside - only 2.7 times.

Everything points to the fact that China can surpass the USA in terms of its development and become a world leader. Instead, the following gains in economic progress have come at a high price: damaged ecology, social inequality, disparities in the labor market, etc.

Important features of the Chinese economy are its geographical size and population, which constitutes a huge potential for socio-economic development. In the future competition of enterprises, personnel management is a key link. The rapid development of the fourth scientific and technological revolution of the application of big data, cloud computing, blockchain, 5G and other technologies makes the digitalization of human resources management more and more obvious. Therefore, the

main task of the dissertation was to analyze the new characteristics of the management of the socio-economic development of the personnel of enterprises, identify possible problems and propose solutions to implement innovative and benign development of human resources management in the era of new technologies.

Thus, were revealed disproportions in the socio-economic development of human resources by region and country. The eastern region is the most developed, the western region is the least developed. Such an imbalance arose due to the peculiarities of the location of business territorially in the provinces of China. For example, the east of the country is the flagship of educational activity, the main universities are concentrated here. In addition, large metropolises and business centers are concentrated in the eastern part. On the other hand, in the western provinces are concentrated enterprises of raw material-important branches of the economy: mining of natural minerals, agriculture, heavy engineering and metallurgy. All these are factors of uneven social and economic development of human resources and personnel of enterprises in particular.

On the other hand, technological progress has a very strong influence on the labor market. Due to the substantial replacement of workers by machines in the workplace, the competitiveness of talent should increase all the time. But the indisputable advantage of human resources in any production is the ability to cooperate, the use of soft skills, flexibility in work.

So, the management of socio-economic development is one of the determining factors of ensuring the stable development of the state in general, and the achievement of the optimal indicator of the development of the personnel of enterprises should be considered as the primary interest of management at all levels, a prerequisite and at the same time a result of successful business operation. This is precisely the relevance of the chosen topic of the dissertation research.

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

The purpose of the dissertation is to substantiate 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.

Achieving this goal necessitated setting and solving a complex of the following tasks:

- to determine the place of the category "management of socio-economic development of personnel" in the system of economic categories and substantiate the importance of the effectiveness of personnel management in ensuring socially oriented management;
- to develop and substantiate the concept of the effectiveness of personnel management as a system-forming element of the socio-economic paradigm on the basis of socially oriented management;
- to develop a theoretical and methodological approach to the formation of a socio-economic mechanism of personnel management and to develop a toolkit for ensuring the effectiveness of personnel management;
- to substantiate the peculiarities of the influence of the external environment on the development of social and economic management of personnel;
- to carry out a comprehensive assessment of modern trends in the management of social and economic development of personnel;
- to substantiate the ways of ensuring socio-economic development of personnel management, taking into account the peculiarities of doing business in the People's Republic of China.

The object of the study is the process of managing the socio-economic development of in China.

The subject of the study is the theoretical-methodological and scientific-practical foundations, methods, approaches to managing the socio-economic development of the personnel of enterprises in China, taking into account the external and internal environment.

Applicant's personal contribution. All the results obtained in the dissertation are the author's own. All scientific achievements were published in periodicals of different countries under the leadership of a scientific supervisor; the author personally tested the results of scientific innovations at conferences.

Research methods. The identified goals and objectives of the research are achieved using a system of general scientific and special methods: the dialectical method, a component of which is a comprehensive approach, for the formation of a socio-economic mechanism of the effectiveness of personnel management; structural and logical analysis - to build the logic and structure of the research; statistical analysis - to determine institutional trends and the effectiveness of the socio-economic development of the country when studying the characteristics of personnel management at enterprises; graphic - for visual presentation of statistical data and schematic construction of connections of thesis provisions; questionnaire survey - to conduct a survey of the management staff of the investigated enterprises regarding the priorities for the development of the components of personnel management efficiency; expert assessment - to determine the system of indicators describing the influence of components on the effectiveness of personnel management in the structural model, as well as in the study of factors affecting the knowledge management system; multidimensional factor analysis - to identify groups of indicators that form the aggregate value of personnel management efficiency, as well as to obtain the values of the components of the enterprise's intellectual capital; cluster analysis - for grouping the personnel of enterprises according to the level of

efficiency of personnel management; taxonomies - when calculating the integral coefficient of the enterprise's intellectual capital; correlation-regression analysis - to determine the relationship between the specified variable indicators.

The information base of the study. During the writing of the dissertation, information was used from various available sources - Chinese, Ukrainian and international: state statistical services, the National Development and Reform Commission (NDRC), the World Bank. In theoretical studies, the author used the scientific achievements of the world's leading scientists.

The scientific novelty of the obtained results. This dissertation 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. The scientific results are reliable and, as far as their scientific essence is concerned, can be expressed as follows:

at first:

- was proposed 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: human, professional, sustainable (and social) development; as a result, a system of professional development of personnel at the enterprise was formed, 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;

improved:

- a methodical approach to the management of the socio-economic development of enterprise personnel by taking into account 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. In addition, a person's potential ability (talent) to study will qualify as a criterion for enrolling an employee in the development subgroup in the company's personnel management system;

- the theoretical and methodological mechanism of personnel management is a set of relationships, connections, forms and methods of influencing the process of personnel management, its production, distribution and use. If we consider this aspect from the standpoint of systemic and complex approaches, then the personnel management mechanism is revealed as 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. Elements expresses the content of the general personnel management process. The functioning of this mechanism is provided by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, 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.

Received further development:

- "talent" is defined as an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Thus, staffing and talent management are based on the concept of a "strategic" workplace. Research shows that the most successful companies develop two levels of performance indicators - basic and advanced, or, in other words, minimally necessary and desirable. Such a way of setting tasks in combination with a built-in management model of talented employees effectively stimulates them simultaneously with the company's achievement of maximum results;

- improvement of the professional development of the staff at the enterprise, a set of measures for professional training is proposed, which allow planning, forecasting and organizing the professional development of the staff at the enterprise.

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

Approbation of the results of the dissertation. The main provisions and results of the dissertation research were made public by the author at the following 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).

Publication of obtained results. During the period of study, the author have prepared 16 scientific papers: (11 conference papers, 1 articles published in journals indexed in Scopus, 4 article in journals included in the list of scientific professional publications of Ukraine assigned category "B").

Scope and structure of the dissertation. The work consists of an introduction, three chapters, 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.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MANAGING THE SOCIO-ECONOMIC PERSONNEL DEVELOPMENT AT ENTERPRICES

1.1. The essence of personnel development management at enterprises

Economic literature includes many definitions of the concept of "personnel development" (PD) that due to its complexity and multifacetedness, belong not only to economic, but also to psychological, social, and pedagogical categories. Focusing attention on different aspects of this category leads to the appearance of many definitions.

Among the main theoretical postulates that form the foundation in the science of personnel management, three approaches are traditionally distinguished:

- process of Maqueira Marin et al. (2022), according to which personnel management involves a purposeful permanent and continuous process of employees acquiring professional skills and new knowledge in order to fulfill tasks already set and potentially possible in the future;
- systemic (Piwowar-Sulej et al., 2022) - the formation of a personnel management system, which involves the comprehensive creation of a base of employees capable of further career advancement (reserve of personnel), selection and training of future managers, improvement of personnel evaluation criteria, etc.;
- functional approach (Engelsberger et al., 2021): "personnel management is a systematic, continuous implementation of measures to find ways to reveal the potential of personnel and increase their ability to contribute to the development of the organization's activities."

According to Namita Ruparel et al. (2020), personnel development is an iterative (repeated) process of achieving such indicators of the level of qualification of

employees that ensure the fulfillment of business development strategy priorities. In this sense, personnel management becomes the basis for general management of enterprise development integrally related to the development of the organization and the formation of professional careers of employees (Aguinis et.al, 2021).

Akgun et.al (2017) offers such an interpretation of personnel development as conducting activity that creates conditions for the full disclosure of the individual abilities of employees and the increase of their potential to contribute to the overall activity of the organization. Personnel development can be general and professional (Baruk, 2021).

Bayo-Moriones et.al (2020) gives the following definition: professional development is the acquisition of new competencies, knowledge, abilities and skills by personnel that they will use in their professional activities.

The result of the analysis of literary sources (Bergendahl, 2017; Gonzalez, 2018; Marjanski, 2019;) made it possible to systematize a scientific view on defining the definition of personnel development management - it is a complex activity to ensure a systematic impact on improving the results of employees' activities through purposeful work on the individual development of each employee through training or other socio-economic interest, more efficient use of their potential and attract factors of production.

According to the system approach, personnel development is considered as a set of interrelated activities aimed at increasing the competitiveness of personnel through the acquisition of new knowledge, skills, experience in the process of learning, professional development, retraining with the aim of adapting to new conditions of activity, ensuring one's own development interests and implementation of the enterprise's goals (definition by Wang et al, 2020).

The most complete strategic tasks of the development of both personnel and the enterprise express a systematic approach by considering the need to adapt to changes in the external environment through the development of competitive

advantages of both an individual employee and the enterprise (Zhou et.al, 2020). Personnel development should be a system of interconnected actions, the elements of which are personnel development strategies, forecasting and planning of the need for personnel of a certain qualification, management of career and professional growth, organization of the process of adaptation, education, training, formation of organizational culture. The main components of the company's personal development process are professional training of personnel (primary professional training, retraining, advanced training), personal adaptation, evaluation and certification, career planning, professional promotion of employees (Pradana et.al, 2020).

However, in our opinion, the concepts of "personnel development" and "professional development of personnel" should not be equated, which is the acquisition by an employee of new competencies, knowledge, abilities and skills that he uses or will use in his professional activities. It is professional development that is achieved by training, retraining and upgrading the qualifications of employees in order to perform new production functions, tasks and duties, adapt to new conditions of the enterprise and increase the level of professional readiness to perform certain functions. The concept of personnel development is much broader.

Personnel development leads to continuous organizational and personal growth and development through the improvement of personnel skills and abilities, expanding the scope of knowledge, increasing competence, learning ability, enthusiasm and capacity for work. We agree with Anlesinya (2020) definition from the example of the fact that personnel development contributes to the full realization of the personal potential of employees, which is not limited only to the growth of the level of knowledge, skills and abilities.

Joy-Matthews (2019) determined that personnel development contributes to:

- the release of hidden opportunities and potential of employees;
- implementation of potential personnel opportunities;

- a gradual movement towards a more perfect and complex state of an individual employee and the enterprise in general (Benevene & Buonomo, 2020).

The latest look at personnel development should be based not only from the standpoint of benefit for the company, but also from the standpoint of benefit for the person (Amrutha & Geetha, 2020). Indeed, personnel development ensures the growth of the general intellectual level of a person, expands his erudition, the circle of communication, that is, the competitiveness of an individual employee increases, which further contributes to the increase of the competitiveness of the enterprise in which he works, as well as to the growth of the level of competitiveness of the state in general (Werner, 2014).

The author's vision of the essence of the concept of "personnel development" is going from the following messages. Development in the general sense is a change in the qualitative characteristics of a certain category, which can occur both with a change in its quantitative parameters and without them. Accordingly, the personnel development at the enterprise is a change in its quality characteristics, which include professional, qualification, moral, ethical, spiritual, physiological parameters. In turn, the physiological development of the staff, by which we understand the strengthening of their health, the development of physical strength and endurance, an increase in the level of "return" to work, etc., not only increases the productivity of the staff, but also increases the level of their loyalty to the enterprise (which affects the reduction of personnel turnover) and increases the duration of the period of "most effective use" of personnel.

By the period of "most effective use" of personnel, we understand the time when the return from the employee theoretically and practically exceeds the company's "investment" in him - both financial and organizational. This is the period when the level of professional development of the employee is already sufficiently high (that is, he has undergone both initial professional training and adaptation at the workplace, he can be characterized as a "sufficiently qualified employee"), and also

the level of his ambition is in the stage of growth - i.e. the employee knows that he can achieve more in his career and wants it, his initiative, desire for intellectual development, acquisition of new knowledge, abilities, skills is very high.

The employee seeks development not only to satisfy his ambitions, but he also longs to be needed by his company, to be "noticed" by management for official, professional, material growth (Tynjälä, 2003). Unfortunately, over time, even the most proactive, but unnoticed employees lose the described qualities, lower the "bar" of their desires and expectations regarding success both at the workplace and in life in general (Slotte, 2004).

According to the proposed definition, the personnel development system should consist of the following interrelated elements that are able to best reveal the abilities of personnel: acquisition of professional skills, career planning and further development, formation of a reserve of personnel from potential and existing employees, development of moral and professional abilities of employees, social motivation.

Personnel development management can be divided into two levels: enterprise level and individual level (Minchington, 2015). There is also a state level that concerns the development of human resources, that is, society in general. At the enterprise level, RP management is divided into the following components:

- assessment of the available labor potential, in particular the level of knowledge, skills and practical skills;
- assessment of the company's personnel needs in accordance with the selected goals, tasks, and defined development strategy;
- comparison of the actual labor potential of the enterprise with its needs.

Based on the received data, the company determines:

- the number of employees who correspond to the chosen strategy and who do not need to be retrained or retrained;

- the number of employees who must undergo professional retraining, advanced training or professional qualification advancement in connection with a change in the company's development strategy;

- the number of employees who will have to be hired and trained or fired for the effective implementation of the chosen strategy (Lyulyov et.al, 2021).

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. In general, it is necessary to create such conditions and requirements for work and personnel at the enterprise, under which everyone must constantly improve their intellectual abilities, ideally - at their own will, and not at the instigation of the personnel department of the enterprise (Kuttim, 2011).

On the other hand, talented employees also have certain problems: there are no technologies that will allow them to get into the zone of increased management attention; misunderstanding of the employee's talent by his professional environment; unwillingness of managers to build individual work with talent.

Studies show that organizations invest quite a lot of resources in new employees and too little in identifying talent in existing ones (Behringer, 2021). This is how companies lose real specialists. The authors are convinced that talent management in its essence contradicts the recruitment of new employees, because it assumes that, first of all, you need to look for talents and specialists within your organization. The idea of talent management consists in the targeted development of an employee, in the search and disclosure of his potential (Behringer, 2021).

Talent is the ability to achieve exceptional results that are recognized and rewarded by owners, managers and consumers (Chamorro-Premuzic, 2017). Talent is the qualities of employees that allow them to make a significant contribution to the

development of the organization (Robwetson & Graham, 2019). The author`s believing is that talent is not a separate part of the staff or a certain set of skills of individual employees, but all employees of the organization, who represent its most valuable asset, possessing the necessary knowledge, skills and abilities. The effectiveness of the implementation of specific skills or a set of works depends not only on the knowledge possessed by the employee, but also on his abilities and attitude. The authors suggest that talent should be understood as a complex of advantages (knowledge, skills, abilities, and attitudes) that, under given conditions, allow an employee to show higher than average performance. In this case, talent management will consist in constantly identifying the talents of personnel and using them in the best way for the benefit of the business.

Thus, the motivation of employees for development can be determined by the following desires (by Schweyer, 2020; Watkins, 2021):

- 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.

By forming a personnel management system - an ordered set of interconnected elements (subsystems) that differ in functional goals, act autonomously, but are aimed at achieving a common goal, management is carried out only in the case of the existence of a really functioning system, one of the subsystems of which is the subsystem of development (Luu Trong Tuan, 2022).

We understand personnel development as a process that involves an irreversible, directed, natural change that occurs as a result of formal and informal training, communication and supplementing the subjective experience of employees with the acquired knowledge and experience of other people, where training paradigms either emphasize the development of potential, or to change the position of

learning subjects in the real world. Accordingly, the management of personnel development will focus on a set of complex management measures to achieve a purposeful harmonious change of employees, which will ensure the solution of the strategic goals of the enterprise with greater efficiency.

Office of the European union (2021) and European Centre for the Development of Vocational Training (2021) distinguish 8 functional subsystems in the human resources management system, including the personnel development management subsystem, and emphasize the dependence of the composition and the uniqueness of the combination on the size of the organization for each enterprise, we after carrying out the modification, we get the following composition of the implementation of the company's personnel management system, which in its essence corresponds to the main directions of personnel management (Figure 1.1).

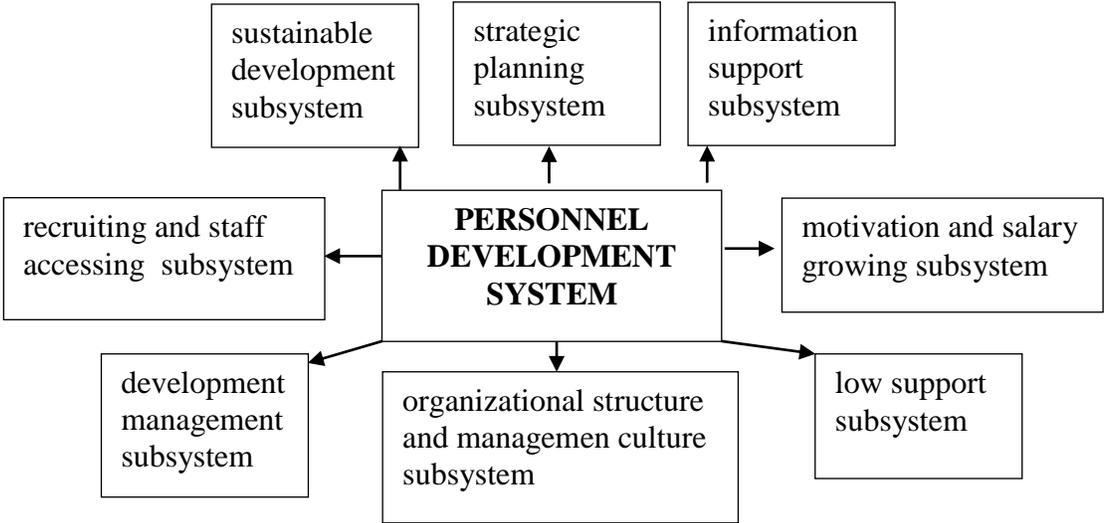


Figure 1.1 – Structure of personnel development system at enterprise

Source: author`s modifying based on the ideas presented in European Centre for the Development of Vocational Training (2021)

Staff development takes place through training. Learning is characterized by a concentration of attention on the output, that is, on the result and experience that the

subject of learning received. The effectiveness of using such experience depends on the transfer of knowledge within the company. Therefore, in the classification of types of personnel training in working conditions that we have summarized, including using materials (Behringer& Käpplinger, 2021), one of the 6 classification features is according to the levels of the attributive structure (Table 1.1).

Table 1.1 - Classification of types of personnel development at enterprises

<i>by the levels of the attributive structure:</i> - training within the subsystem of human development; training within the professional development subsystem; training within the subsystem of sustainable (and social) development	<i>by the recognition level:</i> - formal - informal	<i>by the form of organization and the degree of involvement of subjects of study:</i> -face-to-face training; -extramural study; -externship; -distance learning; -self-study	<i>by the level of implementation:</i> - at the individual level; -at the level of a team, collective, social networks; -at the organization level.
	<i>by the activity of engaging participants:</i> -active; -passive		<i>by the degree of integration:</i> -formal; -adapted; - integrated learning
	<i>by orientation to the problem situation:</i> - project-oriented; -situation-oriented; - problem-oriented		
<i>by teaching methods:</i> -observing the behavior of others; - learning during direct performance of work (training by action); - learning through cooperation and interaction with colleagues; - learning through evaluation of work experience (external, error-based, accumulation of competences); - learning as part of doing something new (innovators activity).			

Source: author`s collection

The primary component in the personnel training system is the educational component, on the basis of which the further attributive component related to the improvement of personal abilities, skills and general professional growth will be formed. (Xinyi Long et.al, 2020). On the other hand, the professional development of enterprise personnel is the basis for sustainable (social) development in the formation of an attributive structure, the main areas of application of which are staff

socialization and orientation, counseling and employee well-being, diversity of staffing policies, cultivation of social responsibility and sustainable development (Proskuryakova, 2022).

At the same time, by our opinion the concept of "human resources management" is an outdated term. For its replacement, foreign personnel management practice offers "talent management" at the strategic level. Analyzing the definition of "talent management" by scientists as a system, direction, path of development, we believe that this applies to the strategic level of management (Table 1.2).

Table 1.2 - Description of the definition "talent management"

Author	Definition
Proskuryakova, 2022	attraction of highly effective employees and their retention in the company
Luu Trong Tuan, 2022	the activities of the HR department in forecasting the amount of talented employees that the company will need, creating conditions for their timely involvement, determining professions and the level of competence before their potential recruitment
Minchington, 2015	the systemic aspect of business operations in general, which prompts companies to supplement business management functions at the level of top management and middle management with functions of finding, attracting and retaining talent
Caligiuri et.al, 2020	a system of increasing the level of competences in business-important activities, which includes principles and methods for working with promising talented employees
Cooke et.al, 2019	a new way of efficiency and a strategic holistic approach to the management of intellectual capital, which includes a set of human resources management tools that enable the organization to attract effective employees, engage in the integration of new personnel, implement development programs for the promotion and retention of talents that make a significant contribution to the development of the organization
Tynjälä, 2003	a direction that allows you to create a long-term competitive advantage, increase profits, reduce costs and accelerate innovation processes in the organization
Our definition	a state-of-the-art subsystem of the personnel management system, which depends on the development of human, intellectual and reputational capital, which is connected with the constant struggle with the unpredictability of the company's operating conditions

Source: author`s collection

Business success depends not only on financial opportunities, but also quite significant factors of influence are the skills of people in the team, who direct their activities to achieve a strategic goal. Ideas are needed not only to open your business, but also to multiply your start-up capital and return the investment (Wang Lee Cooke et.al, 2020). However, one of the main ideas of a profitable business is the formation of a team of talents, because in the end the degree of success of the enterprise depends on the human factor (Bastas & Liyanage, 2019).

Talent management continues to determine the key features of effective business to this day, talent has become a key factor determining the success and efficiency of the organization's functioning, the correct selection of talented personnel, their development and retention is one of the main competitive advantages of the company.

Since the definition of "concept" comes from Latin «conception», which means a view, an understanding of this or that phenomenon (process), then we will consider the essence of the concept of talent management precisely from the position of understanding the process of managing a special object, which is talented employees.

The concept of talent management is a set of rules, basic principles, methods, methods and forms necessary for the effective management of talented employees, and determines the dependence of the effectiveness of the implementation of specific skills or a set of works not only on the professional knowledge of the employee, but also on his abilities (talents) and personal attitude to company values. It consists in constant work to identify the talents of the staff and use them in the best way for the good of the company (Collings & Isichei, 2019).

The main goal of the concept of talent management is the purposeful development of the employee and the constant search and disclosure of his potential (Caligiuri et.al, 2020). Our study of different views of foreign specialists regarding the experience of forming a talent management system by leading American, Korean

and Japanese companies (industry leaders human resources management) makes it possible to determine the following important conditions for creating a successful model of talent management in the company:

- the presence of a progressive leader - the main manager of the company, for whom the construction of an effective talent reproduction system is a primary task;

- fundamental orientation in the construction of the talent management system on the values of meritocracy and transparency;

- implementation of the talent management system at all levels of management - from the lowest to the highest;

- creation of a proactive environment of corporate knowledge and an effective system of its management;

- permanent investments in talent development;

- professional development of talented employees, provided by the system of their continuous training;

- permanent system of evaluating the work of talented employees, public recognition of the value of the results of their work;

- a fair system of material incentives for true talents for demonstrated creative approach, ability to think outside the box, intuitively find optimal solutions;

- identification of the main principles and values of the company in the context of new professional requirements and strategic tasks of the company's development.

The effectiveness and success of talent management at the enterprise depends on the management process, which must be systematic, comprehensive, able to solve problems and achieve the set goals in the most effective way. International companies use participation in strategic initiatives, individual development plans and value propositions for each employee as part of the talent management approach (Cooke et.al, 2019). They understand that the effectiveness of an employee's work depends

not only on his experience and knowledge, but also on his abilities and desire to develop in one or another direction (Table 1.3).

Table 1.3 - Methods of training personnel development at enterprise

Method	Brief description	Result	Advantages
1	2	3	4
Mentoring	Mastering professional competencies in the process of activity and communication with a professional	Formation of skills, improvement of skills, development of professional perception, consciousness	Taking into account individual characteristics and high flexibility of the method
On-the-job training	Mastery of professional competences in the process of activity after instruction and/or demonstration	Professional competences, development of professional consciousness	Minimal costs, high practical orientation
Coaching	Formation of competences and development of professional qualities in the process of specific activities	Improvement of skills, development of professional consciousness, aptitudes and abilities	Consideration of individual characteristics, high flexibility of the method
Developmental diagnostics	Assessment and self-assessment of qualities, determination of professional development goals	Information for professional development, development of motivation	Consideration of individual characteristics
Training	Formation of competences and development of professional qualities activity in a specific environment	Skills, abilities, development of professional awareness and motivation	Algorithmization of the process, high predictability of the result
Personnel rotation	Mastering competencies in related activities	Competences, motivation, development of professional consciousness	The possibility of influencing employee motivation with low-cost measures

Source: author`s collection

Therefore, the management of personnel development as a system allows to achieve a socio-economic goal - meeting the needs of both employees and the

production process by solving three interrelated tasks that are solved through the implementation of various functions of personnel management.

In the modern economy of knowledge, the share of creative functions of the employee is increasing, the role of his competence is increasing when it is necessary to make non-standard decisions (Cooke et.al, 2018). And this leads to an increase in costs for the training and use of a creative workforce, proper stimulation of the best employees, especially talented ones capable of creating something new. The talent management process itself must be clearly developed and supported by both managers and employees, since talented personnel is the key to the company's development.

1.2. The main factors, principles and criteria of influencing the personnel of enterprises development

Since the management of personnel development is carried out under the influence of various factors, the classification of these factors according to various characteristics is of particular importance in order to increase its effectiveness. The most widespread in the economic literature is the classification of factors according to: degree of commonality, regularity, method of influence, nature of influence, significance of factors and their economic meaning (Table 1.4).

According to the economic content, the factors influencing the process of personnel development management are divided into scientific-technical, informational, organizational, political-legal, psychophysiological (Farndale, 2019).

So, to a large extent, the process of managing personnel development is influenced by the introduction of complex science-intensive technologies into the production process, which in turn necessitates the improvement of knowledge, skills and abilities of employees, and therefore, the establishment of systems of continuous training and motivation of personnel.

Table 1.4 - Factors influenced to the development of personnel at enterprises

Group	Factors	Meaning
According to the sign of commonality	general	apply to the entire process of personnel development management
	individual	characterize the individual elements of this process.
According to the degree of regulation	regulated (controlled)	characterize the quality of the team's work
	conditionally unregulated	subject to influence only partially by the object of management
	unregulated	cannot be influenced by the management entity
Regarding the method of influencing the management of personnel development	direct	is influencing without mediators and obstacles
	indirect	on the way can be some barriers, obstacles or mediator`s "help"
According to the nature of the impact	primary	is carried out first of all
	secondary	is carried out in complex with other factors
Regarding the order of importance	extensive	ensure improvement in the effectiveness of personnel development management due to an increase in management resources
	intensive	are based on increasing the efficiency of the use of technical management tools, on the accelerated implementation of scientific achievements and advanced practice

Source: author`s collection

Significant changes in human activity and its management are also required by the processes of informatization of society, which lead to a decrease in the role of material production and an increase in the importance of the service sector. These processes place new requirements on the level of qualification of employees, in terms of working with large-scale information bases and flows (Collings& Isichei, 2019).

The goal of talent management is the purposeful development of creativity, intellectualization of the employee's work, the disclosure of his creative potential, the effective use and reproduction of his qualities, abilities, which significantly affect the strategic socio-economic development of enterprises.

To achieve this goal, first, it is necessary to clearly clarify the peculiarities of managerial work in personnel management. According to the classical scheme, there are 4 levels of personnel management (Hu& Jiang,2018):

- Operative – personnel work dominates.
- Tactical – personnel management dominates.
- Strategic – human resource management dominates.
- Political – work on the development of personnel policy dominates.

The competitiveness of companies today largely depends on the one hand, on their ability to create effective personnel training systems and corporate knowledge management, and on the other hand, to attract and retain talented people who possess an arsenal of valuable knowledge for the company, supported by professional experience (Farndale et.al, 2019; Froese et.al, 2019). As evidenced by numerous studies of foreign scientists, the use of technology itself is only a tool for the transfer of important knowledge, and the existing contact and mutual relations between the participants of this process are the basis of effective exchange of knowledge, which should take place on the initiative of the employee himself, that is, voluntarily. Therefore, for companies, the task of identifying and finding talented employees who have a high potential for the effective development of the company in the future and the formation of a talent management system as an important component of personnel management is of great importance (Jiang & Messersmith, 2018).

Orientation of modern business on talented specialists and the need to form a corporate talent management system are caused by the following main external changes and factors (by International Labour Organisation, 2019):

- 1) continuation of the trends of the general aging of the population on the scale of world society, which further deepens the demographic crisis due to the decrease in birth rates and the physical reduction of the future labor potential of countries;

2) globalization of world social processes and the dynamic development of scientific and technical progress, which affect the rate of aging of knowledge, the acceleration of their exchange and cause the need for their constant renewal;

3) existing disproportions between the demand and supply of advanced professional knowledge, caused by the disconnection of business from education and science, the decrease in the quality of education, which creates a shortage of new professional competencies demanded by the labor market;

4) increase the level of professional mobility of highly qualified specialists on a global scale, which activates migration flows of talents;

5) increase the standard of living in many developing countries, which significantly affects the change in the life values and priorities of working people towards the increase in the value of their life and health.

Based on the above conditions, the following components of talent management concepts in the company can be defined:

The *first component* is the development of a system for finding and attracting talent from both internal corporate sources and external market sources, which includes (Khan et al., 2020):

1) identification (detection) of talents among the company's employees using various methods, development of indicators of manifestation of potential, comprehensive analysis of such components of a person's personality as his behavior, motivation, attitude and abilities, which will make it possible to identify areas of activity, in which a person can best show his talents;

2) formation of new hiring conditions - active talent search strategies through recruiting agencies, recruitment in the last courses of higher education institutions and use of new sources of personnel search (for example, in other industries, countries);

3) the use of non-standard methods of attracting talent, in particular headhunting, outstaffing as a method of attracting a freelance specialist who has

relevant knowledge, professional skills and experience during the implementation of a certain project, other search methods;

4) determination of the key attractiveness factors of the company in terms of attracting talented employees (the status of the best employer, passion for work, optimal emotional balance at the workplace, career prospects, responsibility, healthy corporate competition, the opportunity to experiment, test and implement one's own ideas, democratic management style, decent pay, open communications, high corporate culture, etc.);

5) formation of a system of "cultivation" of intermediate-level managerial personnel, development and management of leadership as a process of social influence on subordinates to achieve the defined goals of the company.

The *second component* is the formation of a talent "retention" system, which is based on high motivational guidelines and incentives of an economic and non-economic nature of talented employees and includes (Jiang & Messersmith, 2018):

1) development of plans for development and professional achievements of talents, methods and methods of their retention in the company with the aim of objective assessment of their implementation and constant work on problematic points;

2) planning in systems of career replacement, professional rotations and succession among talented employees;

3) ensuring the process of continuous training and development of personnel using various forms and methods of training aimed at anticipatory development of talents in conditions of constant changes;

4) formation of an active communicative atmosphere, favorable for the exchange and transfer of professional knowledge valuable for the company;

5) creation of a differentiated remuneration system, which would reflect the dependence of the amount of monetary remuneration on the quality of the employee's work results;

6) constant investments in the development of talents, increasing the levels of their qualifications and professional mobility.

Based on the analysis of various sources, the basis of the conceptual model of management are the principles and laws that can be traced in the activities of managers (HR-manager) and depend on their consciousness, will, and desires. Principles derive from laws, creatively applied in management activities depending on specific conditions (Table 1.5)

Table 1.5 - Classification of management laws within the framework of talent management theory

Type	Essence
1	2
Common laws	
The law of the unity of the conscious and the unconscious in human behavior	A person's actions and deeds are determined not only by his attitude to the world, thinking, will, knowledge and understanding of the circumstances, but also largely unconscious: habits, skills, learned social norms
The law of unity of biological and social in a person	A person is a biosocial being, his behavior depends both on environmental conditions and on natural biopsychological characteristics
The law of feedback	The functioning of the system and its development are possible only if there is information coming from the output to its input
The law of the sequence of development	Nothing can come into existence before all the necessary preconditions for it arise
The law of cumulative influence of external factors	The true cause of all behavior is not a single event, but a series of events. Each by itself does not give an effect, only their accumulation gives an effect
Laws of inertia of the human system	
Law of inertia	The ability to preserve acquired qualities is characteristic of a person
The law of installation	Behavior, its goals, tasks, the choice of a way to achieve them largely depends on a person's attitudes - the ability (targeting) to act in a certain way
Laws of communication with the external environment	
The law on compliance with the requirements of the external environment	A person manifests only those qualities and realizes only those possibilities and abilities that the external environment requires of him
Gossen's law	Material needs of a person have the psychophysiological property of saturation

Continuous of Table 1.5

1	2
The law of adaptation	It is manifested in the desire and ability of a person to unconsciously change and adapt his behavior in accordance with the requirements of the environment
The law of anticipatory representation of reality	The environment is reflected in the human brain not passively, but in the dynamics of external influences and their development trends. Human behavior is based on prediction and forecasting
The law of complex influence on the object of management	The increase in efficiency of any complex system in the case of a change in only one factor slows down due to the limitations created by unchanging parameters
Socio-psychological laws	
Law of social inheritance	In the process of life, a person learns the experience of previous generations and shapes his behavior in this way
Law of social freedom	A person's activity depends on the extent to which he has the right to make a personal, conscious, independent choice of the necessary methods of joining work and earning a profit
Law of social justice	The labor behavior of a person depends on how fully the state, society, collective ensures the direct dependence of the social and material well-being of the individual on his labor behavior
Biopsychic laws	
The law of the reflex nature of activity	Human behavior is based on unconditional and conditioned reflexes - natural reactions of the body to the action of the external environment
Law of energy conservation	A person is always interested in obtaining the maximum profit per unit of labor (maximizing profit by minimizing costs)
The law of expectation of a beneficial effect	A person cannot make and implement a decision that does not promise any beneficial effect in the future

Source: author's collection

The main principles of personnel management development include:

1. Use of advanced scientific achievements (availability of fundamental knowledge and familiarity with the conceptual foundations of management).
2. Using the art of management, that is, the ability to consider, predict, organize and evaluate the results of activities, which are manifested in the appropriate socio-psychological climate of the organization or unit, effective leadership, etc.
3. The use of management culture, which is manifested in the attitude towards nature and society. Thanks to management, a person is able to determine the means of organizing activities and personal development. So, personnel management development is based on a system of norms and spiritual values.

4. The use of accumulated management experience, which is the totality of knowledge and skills of personnel, received and acquired in practice.

5. Using the unity of physical and spiritual development, which is the essence of a talented worker.

6. Personal responsibility of the manager for performance results.

7. Combination of personal interests of the manager and obligations, responsibility to the organization (individual and collective, personal and public interests).

8. The principle of goal setting, the formation of personal goals, the goals of the development of a team of employees.

9. Formation of a development strategy, i.e. the HR-manager's general plan of action for the future.

10. The principle of self-organization in management.

11. Determination of behavior in various situations in accordance with defined rules.

12. The principle of effectiveness states that it is worth taking actions that will lead to results with the greatest effect (Bamber et.al, 2021).

Therefore, the studied specificity of the principles and laws of personnel development management allows you to consciously create conditions for favorable action, predict and forecast the development of events, set reasonable and realistic management goals, make optimal decisions, and implement them in a timely and effective manner. According to the authors, the result of applying most of the considered principles is the "development" category (Kim& Ishikawa, 2018).

Considering personnel management as a strategic function, we emphasize that personnel development is an integral concept, which, in turn, is represented by "...a system of interrelated actions to develop a strategy, forecast and plan the need for personnel, and manage its personnel" career and professional growth, organization of

the process of adaptation, education, training, formation of organizational culture..." (Bamber et.al, 2021).

It should be noted that the decision-making by the company's management regarding personnel development must not only be consistent and correspond to the chosen strategy, but also be based on the needs, opportunities and limitations that the company has at a certain stage of its operation (Meyer, K. Xin, 2018). That is, only through the analysis of the state of the environment, which made it possible to identify the urgency of the need for personnel development, and the assessment of one's own resource capabilities (limitations), a personnel development strategy corresponding to the strategic goals of the enterprise is developed (Rowley&Oh, 2019).

The implementation of the personnel development strategy within the framework of the general strategy allows the managers of domestic enterprises (or HR-manager) to implement a systemically organized process of continuous professional training of employees, which will allow them to perform complex production tasks in practice, increase their professional and qualification level and take care of the development of a favorable organizational culture within the enterprise. At the same time, managers of higher management levels (HR-manager), due to the analysis of information support for personnel development, have the opportunity to independently determine the priority goals and directions of personnel development, choose the necessary forms of training and motivation, coordinate employees to achieve the strategic goals of the enterprise (Meyer&Xin, 2018).

To optimize the process of personnel development, mastering technology and principles, it is advisable to introduce modern methods that will allow managers to better understand the logic of the organizational process in the labor field, more effectively manage the work of subordinates and give them more opportunities for professional development (Tarique et.al, 2018).

In our opinion, the content and forms of personnel activities and their organization in the process of preparation and subsequent development are influenced by the goals and nature of the tasks to be solved, opportunities (economic, legal (normative), etc.) of your organization and your competitor, features of the labor market, systems management, organizational culture, team training level. Such forms of personnel development management organization include:

- individual - independent assimilation of knowledge, formation of abilities and skills, development of self-esteem, independence and effective self-control;
- binary - mutual assistance, division of responsibilities, development of a sense of responsibility for the result of joint activities, stimulus of creative competition;
- group - joint organization of actions, mutual assessment of each other's actions;
- frontal - each person is alternately an executor or a manager, (HR-manager), a mentor who increases responsibility for his knowledge before the team, activates cognitive activity, develops initiative, sociability, hard work (Song & Xie, 2019).

By our opinion, the modern direction of personnel development management affects not only the process of development and renewal of the concept of personnel management, but is also related to such directions as:

- time management - the technology of rational distribution and improvement of the efficiency of time use;
- stress management - a set of measures to prevent the occurrence of stressful situations and the rehabilitation of the individual after their occurrence, as well as strengthening his stress resistance;
- team management – a modern approach to creating a team, managing changes and conflicts in the team, increasing the effectiveness of teamwork;
- impression management – the technology of forming a positive impression about oneself;

- PR management - a set of methods and principles of forming one's attractive image;
- resource management – a person's ability to demonstrate competence in self-development;
- life management is a new system of technologies for managing one's own life: goals and tasks, finances and time, emotions and health, communication and relationships, etc.

Studies (Xiao & Cooke, 2020; Vaiman et.al, 2019; Tarique & Schuler, 2018) have shown that for the effective implementation of the conceptual model of personnel development management, several basic rules must be followed:

- the laws and principles of management that determine its actions, formation, and development must be taken into account in the process of managing and organizing personnel development at enterprises;
- correctly define the goal, which will contribute to a clear idea of the result and ensure the relationship of goals (building a “goal`s tree”);
- plan the use of your time to achieve your goals;
- make management decisions by analyzing the state of the environment, which will reveal the urgency of the need for personnel development;
- carry out an assessment of one's own resource capabilities (limitations) for the development of the enterprise's strategic goals and personnel development strategy.

In 2006, the Chinese government introduced a number of systemic reforms aimed at developing the openness of the economy, improving the socio-economic indicators of the population's life, improving the business environment for the development of small and medium-sized businesses, stimulating innovation and investment activity in both individual objects and entire regions. In 2010, China became the world's second largest economy after the United States, which is one of the results of the policy of reforms and openness.

In order to stimulate the development of the innovative potential of the PRC and national innovations through further financial support of already existing and successful state programs, the Chinese government approved the Medium-Long-term Strategic Plan of Science and Technology 2006–2020 (Medium-Long-term Strategic plan of Science and Technology 2006– 2020).

In 2010, the State Council of the People's Republic of China adopted a Decision on accelerating the development of "strategically new industries": energy efficiency and environmental protection, new generation information technologies, production of high-tech equipment, new energy, new materials, vehicles powered by alternative energy.

Therefore, the period of transformation of an economic development model from closed socialist to open with market mechanism – socialism with Chinese specialty – that characterized by:

- reform policy - structural transformations of the economic system and its modernization from agriculture to high-tech industries, development of the service sector and production expansion.
- policy of openness and integration in the global economy - opening the Chinese economy to foreign investment by creating special economic zones, increasing the volume of foreign trade and transforming China into a global exporter of consumer products.
- the development of science and innovation – the driving production forces - development of own innovations by stimulating fundamental and applied science (both in research institutions and in production and enterprises), commercialization of innovation in all branches of industry and agriculture, reforming the system of protection of intellectual property rights and increasing the volume of patenting.

- urbanization - encouraging rural working population to move to cities, development of urban infrastructure, development of industry and services (education, medicine, finance, etc.), as of 2010, urbanization was at the level of 48%.
- improving the quality and level of life of the population - increasing the income of the population, reducing the gap between the poor and the rich, improving the quality of products, taking measures to protect the environment.
- building a harmonious society - improvement of the legal and legislative systems (harmonious rule of law), maintenance of order and peace in the country, harmonious coexistence of society and the environment, formation of the middle class.

To continue the policy of openness, in 2013 the President of the People's Republic of China, Xi Jinping, announced the One Belt, One Road Initiative. In the published concept of the Initiative, its general idea is presented: "Advocating the ideas of equality, extensive consultations, involved participation, distribution of benefits and mutual benefit, adhering to international norms based on the actual reality for each country, and through discussions on equal terms, we must actively push the idea through pragmatic cooperation with the countries of the Belt and Road, and take into account the interests and motives of all participants. With joint efforts, we must promote innovation and development of international metrology systems, encourage international joint recognition for metrology, promote market liberalization and sustainable development of regional economies and communities." The "One Belt, One Road" initiative is a peaceful spread of the presence of the People's Republic of China, its culture, traditions, and values.

In May 2015, the medium-term plan for the development of high-tech industry "Made in China - 2025" was adopted with the aim of moving away from the stereotype - "a global factory that produces cheap, low-quality products due to low labor costs" and form a new image - a manufacturer of products with high added value and countries with a developed service sector. This plan is focused on high-tech

industries, including pharmaceuticals, automotive, aerospace, semiconductor, IT, and robotics (Ujma & Ingram, 2019).

With the rapid development of digital technologies, company leaders realize the importance of digital transformation of HR management to unlock the value of employees, digitalize the company and change the business model, and take the lead by actively taking on the role of planner, process controller and analysis of the transformation results.

However, the process of digitalization is always difficult and thorny. Compared to the digitalization of manufacturing and technology, the digitalization of HRM appears to be a “high investment, low return” investment, especially in the traditional field implementation model where the financial pressure of a one-time payment is high and results are difficult to achieve quickly and noticeably (Vaiman et al., 2021). The strategic myopia of business leaders and the immaturity of the tool (technology) itself can hinder their willingness to invest and their efforts. In addition, the traditional HR model is homogeneous and non-innovative, so leaders need to strengthen their own digital thinking and quality to better guide the work of the IT department, business unit and HR department, and provide appropriate organizational and personnel support to build the IT system platform.

The HR department is a "multi-tasker" and the main performer of the digitalization of personnel management. With the introduction of appropriate digital methodologies and tools, HR has moved from an administrative and transactional to a functional and professional stage, where "innovation and integration" is the focus of work. The HR team also needs to help the company acquire talent with high strategic fit, activate employee value, and improve employee lifecycle management. However, in practice, HR teams also face huge challenges: at the level of the enterprise organization: it is difficult to meet the needs of various business units, and the focus and relevance of their work is subject to deviations and easy break with the strategic planning of the enterprise (Meng Wang et al., 2020).

1.3. Characteristics of methodological approaches to managing the socio-economic personnel of enterprise development

According to INSEAD and Adecco Group scientists (Lanvin & Monteiro, 2019; Schwab, 2019), the methodology for the development of professional education, including in-house training and personnel development, requires polyparadigmality, since this problem is multifaceted and requires different approaches that can complement each other. At the same time, the integrating core is the humanization of professional education and people-centeredness, which enable the preparation of future specialists for self-realization in professional activities, comprehensive personality development, an individual approach to the subjects of educational activities, and the construction of individual trajectories of professional development (Schwab, 2019).

All their research showed, the leading methodological approaches that take into account European strategies for the development of professional education in China and Ukraine are:

- systemic – lays the foundations for building integral and integrated models of professional training;
- subjective – actualizes the preparation of the individual to consciously master professional activities, build one's own professional career, ensures the development of motivation and psychological readiness for work;
- activity-productive - ensures orientation of training to productive, professionally oriented educational activity of workers, enrichment of their practical experience (Fabian Jintae et.al, 2020);
- personal-developmental – assumes consideration and development of individual personal properties, determines the priority of the personal-meaning sphere of those who study, cultivates their unique personal experience (Zhu & Warner, 2019);

- competency-based – enables diagnostically determining the results of professional education and structuring its content by defining a clear list of competencies required for the performance of work functions;

- akméological ("En akmy einal" (to be in akmé) means "to be in full bloom, at the highest stage of development") - ensures the development of the personality of the subjects of professional education in the direction of achieving the heights of professionalism (Bader et.al, 2022);

- androgical - ensures the implementation of concepts and programs of continuous professional training and personal development throughout life (Abdi, 2022).

At the same time, modern market conditions force managers to look for new approaches to solving management problems. Namely, the conceptual approach to personnel development optimizes the performance of production and management functions. For each function, working techniques and implementation methods have been developed, as well as the expected result in the form of time savings. All of them make up the personnel development management technique (Table 1.6).

Each category of personnel may have its own indicators for determining a talented employee: managerial, technological, technical, marketing solutions (achievements), achieving economic results, ensuring the level of competitiveness of products, invention, rationalization, certification according to standards, mentoring etc. Each enterprise can also set its own requirements for personnel in order to develop talented employees and ensure their competitiveness (Kaliannan et.al, 2022).

In general, training, retraining and advanced training of employees are fixed under the personnel development management subsystem. However, foreign experience shows that human, professional and sustainable development are the main pillars in the development of enterprise personnel.

Table 1.6 - A toolkit of techniques and technologies for personnel development management

Function	Methods, work techniques	Result (gain in time)
Setting goals	Strategy of goals and methods of achieving success Finding and formulating goals Situational analysis	Motivation Recognizing advantages Focusing efforts on "bottlenecks" Eliminating weaknesses Fixing deadlines and sequential actions
Planning	Principles of time management Strategic and operational planning Method "Alps" Franklin system "Direct" and "reverse" planning Keeping a "time diary"	Preparation for goals implementation Optimal time allocation and planning Reduction of the events duration
Realization and organization	Prioritization The Pareto principle ("80:20" rule) ABC analysis Eisenhower principle Delegation of authority	Application of self-management principles Concentration of attention and efforts on significant (priority, essential) tasks Use of peak productivity Considering periodic fluctuations in working capacity Development of an individual work style
Control	Results control (control of set goals, final and intermediate control) Control during the day (comparison of planned and results) Review of the day (self-control)	Ensuring the implementation of planned activities Positive lifestyle
Information and communication	Rational conversations, meetings, discussions, dialogic communication over the phone Optimized correspondence management Use of checklists and forms (planners)	Better organization of meetings, time for negotiations, elimination of obstacles Smaller breaks in work Less "paper fuss"

Source: author's collection

Applying the attributive approach proposed by Asplund (2020), we managed to combine these 3 components: we obtained an attributive structure of the enterprise personnel development management system (Fig. 1.2), which has 3 levels: basic, higher, the highest, which correspond to three subsystems: human, professional, sustainable (and social) development.

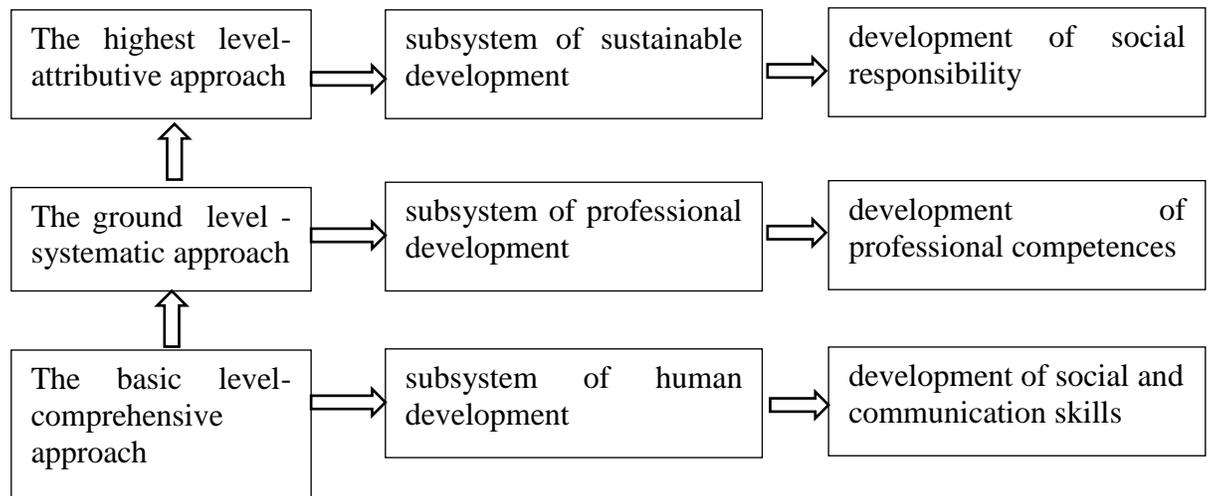


Figure 1.2 - Hierarchical levels of system approaches to the management of enterprise personnel development

Source: author`s collection

Since the universal essence of the manifestation is based on the threefold unity of the subsystems and the completeness of the system itself, then the attributiveness of the personnel development management system of enterprises is related to the levels of approaches to management and will consist in the property of the object to have the attributes of the attribute, that is, to actually manifest the trinity (Ambrosius, 2018).

The basic level of the attributive structure is characterized by the Human Development Index as a summary of the progress of countries in the sphere of health, education and income (Schwab, 2019). Education, as a long process of training an individual in order to prepare him to meet the needs and role performance in society, is the main component of human development (Carucci, 2021). At the same time, in the globalized world, the determining role in the development of knowledge-intensive skills is played by higher education, the inefficiency of which in Ukraine is stated by domestic scientists. In addition to high-quality higher education, the world community recognizes professional training as a significant dominant factor in the

creation of a value system by economies and the ability to quickly adapt to a changing environment, rather than exclusively production processes and products (Clarke& Scurry, 2020).

Today, China is focused on the transition stage from a factor-oriented economy to an efficiency-oriented economy, in contrast to the innovation-oriented economies of the USA, Japan, and France. As a result, the higher level of the attributive structure is characterized by the general index of global competitiveness. If the competitive advantages with Ukraine in the field of "Higher education and training" include the quality of mathematical and scientific education, the degree of involvement in secondary and higher education, then professional development is a weak point of the Ukrainian economy. Under the professional development of enterprise personnel, we understand the development of employees as professionals, that is, the development that enterprises conduct for their employees mainly within the framework of their professional sphere of activity, which corresponds to the professional development of an individual at the stages of professional adaptation, primary and secondary professionalization, and professional mastery.

According to the conclusions of the leading world agencies, the further direction of maximizing the welfare of the population (sustainable development index) should characterize the attributive structure. As of the end of 2021, there was no generally accepted global index of sustainable development, which would combine such basic components as society, economy, environment and was calculated on a permanent basis by international organizations (Cedefop, 2021; EU Commission, 2021).

To implement a talent management system, the enterprise must consider the specifics of its activity, the peculiarities of corporate culture, justify measures aimed at attracting, developing, retaining employees with the required skills and abilities for further business (Crane & Hartwell, 2019).

We are proposed to evaluate the level of talent management of enterprise by the following stages:

I. Justification of the company's talent management - formulation of development goals, development of measures in the personnel management system to increase the level of talent management for the future.

II. Determination of the main components of enterprise talent management. Using the method of expert survey of personnel management development by Garavan et.al (2021), the main components were determined - reputational (I_R), motivational (I_M), organizational (I_o), personnel (I_p), personnel development (I_{PD}), which have the greatest influence on level of talent management.

III. The selection of indicators characterizing each component of the company's talent management is presented in the table 1.7.

Table 1.7 - Indicators of talent efficiency in the system of management of personnel development

Component	Indicator
Reputation component (I_r)	<ol style="list-style-type: none"> 1. The rate of growth of the value of intangible assets (I_{r1}) 2. Growth rates of net income per employee (I_{r2}) 3. Growth rates of net profit per employee (I_{r3})
Motivational component (I_m)	<ol style="list-style-type: none"> 1. The rate of growth of the wage fund of employees (I_{m1}) 2. The rate of growth of the average monthly salary of an employee (I_{m2}) 3. Growth rates of personnel costs (I_{m3})
Organizational component (I_o)	<ol style="list-style-type: none"> 1. Growth rate of costs for occupational health and safety, certification according to international standards (I_{o1}) 2. The rate of growth of the armed forces of labor (I_{o2}) 3. Rate of decrease/increase in material yield (I_{o3})
Personnel component (I_p)	<ol style="list-style-type: none"> 1. Rates of decrease/increase in personnel turnover (I_{p1}) 2. Growth rates of personnel stability (I_{p2}) 3. The rate of growth of the share of talented employees in the total staff structure (I_{p3})
Component - personnel development (I_{PD})	<ol style="list-style-type: none"> 1. Growth rate of the share of employees with higher education in the educational structure of the personnel (I_{PD1}) 2. Growth rate of spending on social and cultural activities and charity (I_{PD2}) 3. The rate of growth of the share of employees, and certification in the overall staff structure (I_{PD3})

Source: author`s collection on the ground

The calculated integral indicator of the assessment of the company's talent management level compared to several years will show in which component there are problematic issues to focus on improving the situation.

IV. The integral indicator of talent efficiency in the system of management of personnel development at the enterprise (I_{TE}) is proposed to be determined by the formula:

$$I_{TE} = \alpha \cdot I_r + \beta \cdot I_m + \gamma \cdot I_o + \delta \cdot I_p + \xi \cdot I_{PD} \quad (1.1)$$

where I_r , I_m , I_o , I_k , I_{PD} - a complex indicator of the talent management component; α , β , γ , δ , ξ – weight of the resulting component of talent management.

As can be seen from the above research, talent management is considered as: a process; system; activity. Each of the definitions shows that talent management focuses on certain personnel activities, with an emphasis on highly skilled or key employees (Crowley-Henry & Ariss, 2018). It was the latter that caused most of the scientific and practical discussions about the essence of talent management and its correlation with personnel management. Most supporters of this concept are guided by the fact that it is highly qualified and key (those who occupy positions responsible for the success of the business) employees who are talents, and therefore it is they who should be managed (Gallardo-Gallardo et.al, 2020).

It is obvious that all definitions of talent management refer to their search in the external environment of the organization since it is considered as a process of attracting and recruiting employees. To some extent, this is explained by the time of origin of this term - in the period when American companies fought real wars for efficient and important employees for business success. At the same time, the new manager achieves the required indicators of the company's activity in an average year, since it takes time for his adaptation in the new team, and the costs of his

stimulation are higher. Sometimes the cost of outside talent is far greater than the benefit it will bring to the company.

Based on the above two features, talent management in domestic practice began to be considered as the identity of the processes of formation and use of the personnel reserve, which usually includes the most experienced and qualified employees. In such organizations, talent management is carried out either "from the position" or "from the individual".

Based on the research of Golubovskaya et.al (2019), Jia et.al, 2021 and Kabwe & Okorie (2019), we tried to compare the methodological approaches of personnel development management in European, American, and Japanese companies, and to highlight the characteristic features of the Chinese style. It turned out that the Chinese style of personnel development management combines the features of all the above examples (Table 1.8).

As we see, Chinese model of personnel management development is closer to American practice. Within this approach, companies create programs like TOP-25 or TOP-50. For managers (HR-manager) in personnel management services, such a state will be ideal, when the real percentage of talent in the organization ranges from 8 to 15% on average. It is believed that if the number of talents in it is below the level of 5%, then the organization is doomed to bankruptcy (Preece et.al, 2021).

In addition, companies create special conditions for relevant employees both in the field of development and motivation and stimulation, because of which they hope to receive even greater profits. So, according to the Pareto principle, 20% of the employees bring 80% of the profit. In terms of talent, this means that roughly 1/5 of employees generate 4/5 of the organization's revenue (Pereira et.al, 2022).

Table 1.8 - Comparison of management of personnel development methodological approaches

Parameters	European practice	American practice	Japanese practice	Chinese practice
The purpose of management	Use of personnel resources in the interests of the enterprise	Maximum return - maximum profit	Harmony of the interests of the employee and the company	= American model
Decision-making	With the approval or direction of management	On initiative or at the direction of management	On the advice of mentor, senior person	= European model
Attitude towards employees	Employees are a resource, the property of the enterprise	Employees are a competitive advantage, an important asset of the enterprise	Employees are the value, potential and key to the company's success	= European model
Attitude to work	Completing tasks within the scope of duties if necessary means are available	Completing tasks at all costs	Respectful, responsible	= American model
Competition between employees	Presented	Aggressive	Almost absent	= American model
Guarantees for employees	Almost absent	Middle level	High level	= American model
Hiring model	By recommendation or in accordance with qualifications	Based on CV, experience, education, feedback	By recommendation or with family ties in mind	= American model
Delegating powers	Widely used	Moderately used	Almost never used	= European model
Duration of labor relations	Long-term employment relationships	Contract form	Long-term or lifetime employment	= American model
Relationships with colleagues	Formal or partnership	Partnership	Family or partnership	= European model
Attitude towards employee experience	Is required as a guarantee of competences	Is not mandatory (in some cases - not at all desirable)	Great respect and honor for experienced workers	= European model
Payment model	Depending on the positions	Depending on the work results	Depending on the experience of employee	= American model

Source: author's research

So, the main problems related to talent management by our opinion are the following: targeting talent from the outside; categorization of personnel (segregation of nomadic and other employees); limiting talent management only to the formation of a personnel reserve; creation of special conditions for a limited circle of employees who are recognized as talents.

By Pagan-Castano et al (2019) the other problems of the talent management system are: weak justification of talent assessment criteria; stereotypes of the managerial staff regarding their own exclusive right to talent; lack of replicated technologies for talent assessment and career development.

Talent management should be considered as a cyclical and continuous process of their identification, use and development. In this connection, talent management is intertwined with the concept of lifelong learning, including self-learning. Therefore, talent management can be implemented in programs of different levels and scope. In a number of companies, talent management may be limited to management personnel at times, while in other companies these programs may extend to the entire staff (Murillo & King, 2019).

Taking into account the complex political processes and the worsening military situation in Ukraine and China, pessimistic sentiments are spreading. The institution of trust was destroyed in all social spheres and at all levels, which reduces the motivation for effective work and further development of enterprise personnel (Latukha, 2018; Liu et.al, 2021).

Summarizing the above, we would like to agree with the definition of Meyers (2020), Maqueira et.al (2019) regarding the development of the company's personnel as "a mandatory, continuous, regulated process of improving the business, professional and personal qualities of an employee, his educational and qualification level, professional training, etc. to ensure the performance of a certain type of work".

We are also impressed by Ujma & Ingram's (2019) opinion that it is "a purposeful process of acquiring and improving professional competencies for the

position held". Both definitions emphasize a process that is purposeful, continuous, and binding. However, the process is always preceded by an ideologically verified concept (Vaiman et.al, 2021). With this in mind, by evaluating the effectiveness of the company's personnel development management, we suggest determining aspects of a conceptual, methodological, and technological nature. This approach will make it possible to comprehensively investigate the problem from the point of view of the system development of the enterprise.

The conceptual aspect involves defining the key idea of evaluating the effectiveness of management of personnel development of enterprises from the standpoint of a continuous process and essential content. In modern conditions, in Meng Wang's (2020) opinion, the emphasis should be shifted from the function of development control to development management. That is, not to control already achieved results, but to determine development priorities and build a strategy for achievement.

Despite the fact that the first real steps towards the formation of a personnel management performance evaluation system were made in 2008, the foundation was laid back in 2006, when the Code of Laws on the Conduct of Companies was supplemented with an article on the social responsibility of business - "this is the duty of companies are required to comply to promote social morality and business ethics under government supervision" (Yang et al., 2019, p. 5).

According to KPMG China's national reports on sustainable development, in 2020, 78% of companies (which is a 5% increase compared to 2017) apply a points system for business social responsibility towards the population and the environment (KPMG, 2020).

Thus, the Chinese economy is tightly bound by a "social contract" whereby businesses agree to perform various socially desirable activities in exchange for approval of their goals and other benefits, and this essentially guarantees their survival (Yang, M., Bento, P., & Akbar, A. (2019).Accordingly, public disclosure of

the results of its social responsibility becomes a certain manipulator for business in the eyes of stakeholders (Lin, 2010).

In the course of the study, a separate section examined the Chinese economy by sector from the point of view of the impact of the general concept of personnel management on the formation of business social responsibility. For each year and industry, we estimate the following model:

$$\frac{TA_{i,t}}{A_{i,t-1}} = \alpha_1 \left(\frac{1}{A_{i,t-1}} \right) + \alpha_2 \left(\frac{\Delta REV_{i,t}}{A_{i,t-1}} \right) + \alpha_3 \left(\frac{PPE_{i,t}}{A_{i,t-1}} \right) + \varepsilon_{i,t} \quad (1.2)$$

where:

TA_{i,t} = total accruals for a firm i at year t;

Δ REV_t = change in net revenues in year t from year t-1;

Δ RECV_t = change in net receivables;

PPE_t = total property, plant, and equipment in period t;

A_{t-1} = lagged total assets at the end of t-1 year;

After running formula (1.2) the regression coefficient is obtained, which is then brought into the next model (1.3):

$$NDA_{i,t} = \hat{\alpha}_1 \left(\frac{1}{A_{i,t-1}} \right) + \hat{\alpha}_2 \left(\frac{\Delta REV_{i,t}}{A_{i,t-1}} \right) + \hat{\alpha}_3 \left(\frac{PPE_{i,t}}{A_{i,t-1}} \right) + \varepsilon_{i,t} \quad (1.3)$$

Formula (2) provides us with non-discretionary accruals (NDA) and having calculated NDA we compute discretionary accruals (DA) following model (1.4):

$$DA_{i,t} = \frac{TA_{i,t}}{A_{i,t-1}} - NDA_{i,t} \quad (1.4)$$

Independent variable: CSR. This study measures CSR engagement resorting to dummy variable: if the company issued a corporate social responsibility (CSR) that year, the value is 1, otherwise, it is 0.

Control Variables. We use several variables to control the potential effect of corporate governance and firm-specific circumstances that may impact the extent of personal management. Some control variables may affect the level of personal management, so we add a set of control variables to the model. Control variables include enterprise size (LnSize), profitability (ROA), equity concentration (Top1), asset-liability ratio (Leverage), and board size (BoardSize). Previous research has shown that these variables can have a significant impact on earnings management.

Empirical Model. To capture the association between management and CSR engagement in financial reporting, we estimate the following model:

$$DA_{it} = \beta_0 + \beta_1 SusRpt_{it} + \beta_2 LnSize_{it} + \beta_3 ROA_{it} + \beta_4 MTB_{it} + \beta_5 Top1_{it} + \beta_6 Duality_{it} + \beta_7 Industry_{it} + \beta_8 BoardSize_{it} + \beta_9 Leverage_{it} + Year + \varepsilon_{it} \quad (1.5)$$

where:

ROA - the return on assets of the company i in year t;

MTB - the company's market-to-book ratio;

Top1 - the shareholding ratio of the largest shareholder, which measures the concentration of shareholding;

Industry - the industry code to which the company belongs with a value of 1-9, 11-19, whilst 10 is assigned to the financial industry, not included in this research;

BoardSize - the number of people on the board of directors;

Leverage - the ratio of liabilities to assets, and

Year -the year of observation.

We summarize the definition and calculation methods of dependent, independent and control variables in Table 1.9.

Table 1.9. - Variables definition

Variable Name	Abbre viation	Definition
Dependent variable		
Earning Management	DA	Calculated from formula 1.2, 1.3, 1.4
Independent variable		
CSR Report	CSR	0=Not issuing Corporate Social Responsibility Report 1=Issuing Corporate Social Responsibility Report
Control variables		
BoardSize	Board Size	Total number of board members
Firm Size	LnSize	Ln(Total assets)
Return On Assets	ROA	Net profit/ Total assets
Return on Equity	ROE	Net income / Total equities
Ownership Concentration	Top1	The shareholding ratio of the largest shareholder
Market to book ratio	MTB	Market-to-Book ratio
Leverage	Levera ge	Total liabilities / Total assets
Industry	Industr y	The code of the company's industry
Year	Year	Current Year

The methodological aspect provides for the determination of the scientific basis for evaluating the management of personnel development of enterprises, taking into account the factors of the external and internal environment on which the meaningful characteristics of the process depend. By the internal environment, we understand the organizational and economic situation inside the enterprise. The external environment is a set of factors that will determine the vector of strategic development of the enterprise: economic, social, demographic, market, political, etc.

The technological aspect creates an algorithmic construction of the very process of evaluating the effectiveness of management of personnel development of enterprises. This component provides for determining project phasing, information content, selection of tools and compliance with regulatory requirements.

So, such a mechanism for determining the effectiveness of personnel development management at enterprises is complex and closely related to all operational processes. Given the need to develop personnel potential, it is important that evaluation does not become a demotivator and does not become a sanctioning procedure, since a person cannot work effectively under coercive or punitive measures of influence.

Conclusions to the Chapter 1

By forming the personnel management development system, it was established that management is carried out only in the case of the existence of an active system, where one of the subsystems is the development subsystem. After carrying out the modification, we obtained the personnel management system of the enterprise, which consists of 8 subsystems (including the personnel development management subsystem) and corresponds in its essence to the main areas of personnel management, developed by scientists as functions of personnel management.

The thesis first proposed a conceptual model of enterprise personnel development management in accordance with the received attributive structure of the personnel development management system as a process that includes 3 subsystems: human, professional, sustainable (and social) development; as a result, a system of professional development of personnel at the enterprise was formed depending on the stages of inclusion of individuals in the organization, the basis of which efficiency is the determination of the level of readiness and perception of training by the organization.

At enterprises, it is necessary to develop a set of measures for the educational and professional development of personnel in the following areas: adaptation of new employees; increasing the efficiency of the enterprise as a whole; increasing the efficiency of employees, their separate groups and units.

To improve the professional development of personnel at the enterprise, a set of measures for professional training is proposed, which allow planning, forecasting and organizing the professional development of personnel at the enterprise.

The consistent and purposeful implementation of the components of the concept of talent management considered by us will create a favorable basis for the formation of a holistic strategy for the development and management of talents in the company, the main goals and priorities of which should be organically integrated into the general strategy of its development. Understanding and awareness by companies of the importance of talent as a component of their competitiveness will contribute to the formation of an effective human resource management system based on value - oriented approaches to human intellectual abilities.

The system of methods of personnel development through training, which are expediently applied in modern agricultural enterprises, is extensive and has its own specific application, depending on the need, financial capabilities, and the severity of problems arising in the economic or managerial activities of the enterprise.

Studies have shown that for the effective implementation of the conceptual model of personnel development management, several basic rules must be followed:

- in the process of managing and organizing personnel development at enterprises, the laws and principles of management that determine its actions, formation, and development must be taken into account;
- correctly define the goal, which will contribute to a clear idea of the result and ensure the relationship of goals (building a tree of goals);
- plan the use of your time to achieve your goals; make management decisions by analyzing the state of the environment, which will reveal the urgency of

the need for personnel development;

- carry out an assessment of one's own resource capabilities (limitations) for the development of the enterprise's strategic goals and personnel development strategy.

By evaluating the effectiveness of the company's personnel development management, we suggest determining aspects of a conceptual, methodological, and technological nature. This approach will make it possible to comprehensively investigate the problem from the point of view of the system development of the enterprise. Given the need to develop personnel potential, it is important that evaluation does not become a demotivator and does not become a sanctioning procedure, since a person cannot work effectively under coercive or punitive measures of influence.

CHAPTER 2

CURRENT STATE OF MANAGEMENT OF SOCIAL AND ECONOMIC PERSONAL DEVELOPMENT AT THE ENTERPRISE

2.1. Socio-economic factors and other influence`s criteria on the personnel development

Due to the high share of Chinese citizens in the total population of the world, this country has formed an imbalance between the surplus of labor resources and the shortage of jobs, which creates certain problems of a socio-economic nature. Since the 60s of the 20th century, a purposeful demographic policy has been implemented in the country, which has its own effective consequences: the natural increase of the population has decreased by three times, which has improved the general indicators of the country's socio-economic development. Instead, it has made it possible to significantly increase the professional and educational level of China's labor resources over the past 30 years: its own education system is developing, the government of the People's Republic of China made a bet on the education of young people in Japan and the USA in order to improve the quality of life of the population and the level of their wages in the market, because now a surplus in the labor market allows wages to be kept low. The structure of employment has also fundamentally changed. Millions of people moved from agriculture to industry, construction and the service sector: the number of people working in the city increased almost 8.5 times, and in the countryside - only 2.7 times.

Everything points to the fact that China can surpass the USA in terms of its development and become a world leader. Instead, the following gains in economic progress have come at a high price: damaged ecology, social inequality, disparities in the labor market, etc.

Important features of the Chinese economy are its geographical size and population, which constitutes a huge potential for socio-economic development. In the future competition of enterprises, personnel management is a key link. The rapid development of the fourth scientific and technological revolution of the application of big data, cloud computing, blockchain, 5G and other technologies makes the digitalization of human resources management more and more obvious. Therefore, the main task of the dissertation was to analyze the new characteristics of the management of the socio-economic development of the personnel of enterprises, identify possible problems and propose solutions to implement innovative and benign development of human resources management in the era of new technologies.

The social structure of the population has also changed: the average age of the population is 37 years, and the average age of marriage is 25 years. Such a demographic imbalance creates the main problem of the aging of the nation, and if we add the state policy of recent decades - "one family - one child", then the situation is even more aggravated. Currently, this approach has been abolished, but the state pays out assistance and subsidies only for two children in a family.

Another big socio-economic problem of China is internal migration: due to better development and a wider labor market, people of working age migrate from rural areas to cities, from the west of the country to the east. In addition, the largest resettlement of Chinese took place in the 60s of the 20th century. to the countries of Southeast Asia, Canada and the United States of America. The specified changes led to the fact that the number of workers in the city increased almost 8.5 times, and in the countryside - only 2.7 times. According to the calculations of Chinese economists, the optimal ratio of employees in the primary sector (plantation, animal husbandry, fishing and aquaculture), secondary (metallurgy, engineering, chemical industry, light industry) and tertiary (education and science, information technology, financial activities, international tourism, transport) sectors should be 34% : 32% : 34% (figure 2.1).

Thus, disproportions in the socio-economic development of human resources by region and country were revealed. The eastern region is the most developed, the western region is the least developed. Such an imbalance arose due to the peculiarities of the location of business territorially in the provinces of China. For example, the east of the country is the flagship of educational activity, the main universities are concentrated here. In addition, large metropolises and business centers are concentrated in the eastern part. On the other hand, in the western provinces are concentrated enterprises of raw material-important branches of the economy: mining of natural minerals, agriculture, heavy engineering and metallurgy. All these are factors of uneven social and economic development of human resources and personnel of enterprises in particular.

On the other hand, technological progress has a very strong influence on the labor market. Due to the substantial replacement of workers by machines in the workplace, the competitiveness of talent should increase all the time. But the indisputable advantage of human resources in any production is the ability to cooperate, the use of soft skills, flexibility in work.

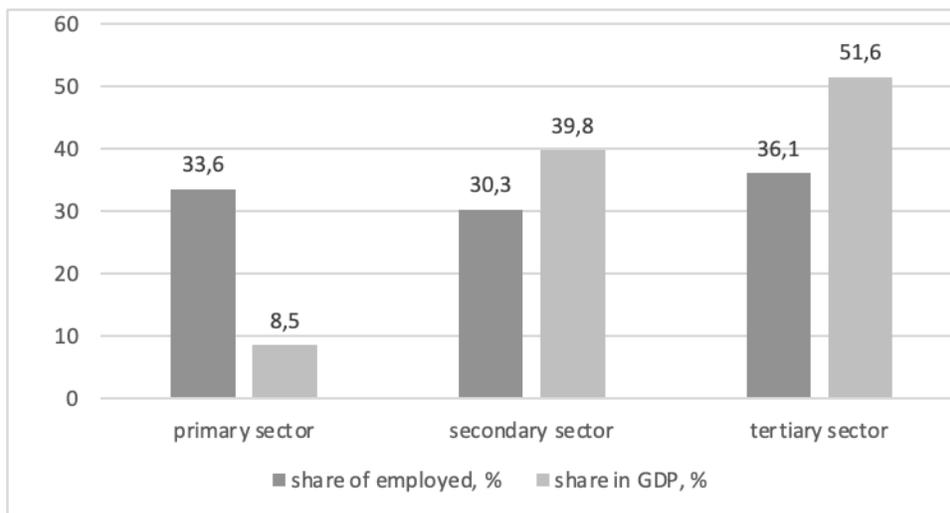


Figure 2.1 – Breakdown of China's economy by sector in 2020

Source: author`s research

According to the pace of development, China's economy is the world leader. This became possible as a result of well-thought-out and effectively planned reforms not only in the economic sphere, but also in the socio-political sphere, which primarily contributed to the improvement of the economic climate. The goal was one - to take first place in the world in terms of production and trade in goods, thereby expanding our own labor market.

According to the forecasts of Chinese and international experts, already in the next decade, China can overtake the USA and become the most powerful country in the world. However, the advanced steps in the impact rating have had their negative consequences: an imbalance in the labor market, a disturbed ecology, and growing social inequality among the population across provinces.

The modernization process, which involved reforming the Chinese economy, began under the rule of Deng Xiaoping, who in 1982 came up with the idea of a "three-step economic strategy" designed for 70 years. The goal of this economic strategy was to bring the economy of the People's Republic of China to the level of medium-developed countries in terms of GDP production per capita by the middle of the 21st century, and to become the leader of the world economy by the total volume of GDP production. Thus, the policy of "reforms and openness" was announced. The essence of this policy was to involve the People's Republic of China in the process of globalization of the economy, attracting foreign investments, using innovative achievements in science and technology, increasing China's competitiveness in the foreign market.

Founded by Deng Xiaoping, the outstanding reformist leader of the People's Republic of China, the complex of reforms "the course of four modernizations" provided for significant changes in the main areas of the national economy - industrial production, agriculture, scientific and technical development and the strengthening of the army. These areas form the basis of China's successful economic prosperity and social well-being.

These changes were voted on at the 16th National Congress of the Communist Party of China in November 2002 and since then have become a dogma in China's social development programs on the way to building a prosperous country. Marketability and the degree of socialization are especially low in agriculture, where the absolute majority of the population, which uses manual labor, is employed. Along with relatively developed areas in the country, there are very backward areas, and the difference between them is quite large. It is typical that modern science and technology exist alongside illiteracy and semi-literacy (this applies to a quarter of the country's population). Under the conditions of high general indicators of economic development, there are low indicators of average production per capita, and the large population of the country is not only a source of labor, but also a heavy burden for the economy (Fang & Lin,2020).

The leading place in the multi-system economy is occupied by the public property sector, which does not exclude farms belonging to other forms of ownership. In the system of motivation and payment of work, in addition to division by work, other forms of payment also function. " (Goldstone, 2021).

In official party documents, it was emphasized that the "initial stage of socialism" is not the initial stage in general that any country goes through when entering socialism, but the special period through which China must inevitably pass, building socialism under conditions of underdevelopment of productive forces and commodity economy. To resolve the main contradiction of the "initial stage of socialism" - the contradiction between the growing material and cultural needs of the people and backward social production, it is necessary, as indicated at the XIII Congress of the Communist Party, to make efforts to develop commodity production, increase labor productivity, modernize industry, agriculture, defense, science and technology.

Thus, the Chinese model of economic transformation can be divided into the following stages of development: the era of industrialization based on the thrust of

socialism, the construction of a market economy with Chinese characteristics, an innovative breakthrough based on scientific and technical achievements, and the rise to world domination (Table 2.1).

Table 2.1 - Global indicators of the economic development in the People's Republic of China from 1943 to 2020

Chairman of the Chinese Communist Party	Máo Zédōng	Huà Guófēng	Hú Yàobāng	Zhào Zǐyáng	Jiāng Zémín	Hú Jǐntāo	Xí Jìnpíng
Period of rule	1943-1976	1976-1981	1981-1987	1987-1989	1989-2002	2002-2012	from 2012
Average annual rates GDP growth, %	6,4*	6,4	10,6	9,0	9,1	10,4	7,2
GDP ** bln USD	153,9	289,6	327.1	456,3	1470,6	8560.5	13608.2
The share of Chinese GDP in the world**, %	2,0	2,5	2,6	2,9	4,8	11,5	16,9
GPD per capita**, USD	164,3	287,3	294,3	395,6	1132,4	5537,6	9770,8
Distribution of GDP**, %, in particular:							
- the primary sector of the economy;	32,8	31,8	26,8	25,2	15,3	10,1	7,9
- the secondary sector of the economy;	45,4	46,4	43,9	43,2	50,4	45,3	40,5
- the tertiary sector of the economy	21,7	21,8	29,3	31,6	34,3	44,6	61,6
Foreign direct investments **, bln USD	n/a	0,3	2,3	3,4	52,7	121,1	203,5
Direct domestic investments**, bln USD	n/a	n/a	0,7	0,8	2,5	87,8	96,5
Export**, bln USD	6,9	22,3	39,5	52,5	325,6	2048,7	2487,1
Import**, bln USD	6,7	22,6	43,2	59,1	295,2	1818,4	2135,9

*statistics since 1953 - National Bureau of Statistics of China,**statistics at the end of the reign of UNCTADstat, World Bank
Source: author`s research

Socio-economic reforms in China are mainly of a gradualist (gradual) nature and are designed for several decades. Both administrative and economic methods are used during the transition period. Specific features of economic transformations are that the old structures (with the exception of agricultural communes) were not disturbed. Even unprofitable farms continued to work and produce products, and new structures (individual, private, collective, joint and foreign enterprises) occupied vacant market niches and rapidly increased production volumes. This is the main reason why not only was there no deep decline in production in China, but, on the contrary, its steady and rapid growth took place.

The ultimate goal of economic transformations in China was the creation of a "socialist market economy", which involves the construction of a socially oriented market economy subordinated to the interests of the people. This approach takes into account the combination of the mechanism of market competition with state regulation of socio-economic processes. In the second half of the 20th century, especially in the last 20 years of reforms and openness, China's industry maintained high dynamic rates of development.

As already mentioned, the key to success in China's economic, technological and innovative development was the effective implementation of state reforms aimed at forming an open economy, which also gave it the ability to withstand global external risks and challenges.

Thus, we will note the changes in the structure of the economy under the influence of the reforms carried out by the leaders of the Communist Party: the tertiary sector takes first place in terms of development, thanks to innovations and the scientific environment (to 1/3 of GDP), but we will also note the growth of the primary and secondary sectors, agriculture decreased to 13% (Table 2.2).

At the same time, the country's food problem is partially solved, and the population is provided with basic necessities. In addition, the share of the processing industry decreased slightly.

Table 2.2 - Industry structure of the Chinese economy (% of GDP, value added)

Sector	1990 year	2000 year	2010 year	2020 year
Agriculture	30	27	17	13
Manufacturing	49	42	50	54
Service	21	31	33	33

Source: World development report: 1990, 2000, 2010, 2020. World Bank, Oxford.

As for China's role in the world economy, economic growth has led to a change in the country's status. Its share in GDP for 1990-2020 increased 3 times, its share in the world processing industry - 4 times. According to the absolute indicators of 14 types of products, mainly of low and medium technology, the country ranks first among the world's largest producers (Table 2.3).

Table 2.3 - Dynamics of growth in the output of the main types of industrial products in China in 1950-2021

Product type	1950 year	1978 year	2000 year	2021 year
Coal, million tons	52,2	618,3	998,5	1110,7
Oil, million tons	0,44	104,05	163,5	165,7
Electricity, million kW/h	7,3	256,6	1355,6	1478,7
Steel, million tons	1,35	31,78	128,5	152,66
Cement, million tons	2,86	65,21	597,7	640,6
Cars, million pcs	-	4,1	20,0	233,4
Color TVs, million pcs	-	3,8	393,6	3967,1
Chemical fiber, thousand tons		284,6	6940,5	8283,7
Yarn, thousand tons	656,6	2382,8	6570,2	6998,0
Fabrics, thousand m	3,83	11,03	27,7	29,06
Sugar, million tons	450,7	2270,3	7000,2	8190,6
Chemical fertilizers, million tons	39,1	8693,9	31860,2	33965,0
Computer components, million pcs	-	-	71360,5	72235,7
Mobile phones, million pcs	-	-	15050,9	24739,5

Source: author`s compiled according to data: China, 2022

In just 50 years, the production of the main types of industrial products in the country has increased tens and even hundreds of times. Since the 2000s, China has become the world's largest producer of steel, cement, chemical fertilizers, automobiles, computer components, telephones, and televisions.

In the process of reforming the Chinese economy, a number of distinctions were made: the right of ownership was separated from the right of management, which was aimed at intensifying the activity of labor collectives. As the means of production, as before, belonged to the state, and management rights were granted to enterprises; separation of state functions from the functions of enterprises and transformation of the latter into independent subjects of the market economy, which work on the principles of self-management, self-sufficiency, self-development and self-control (Qian Yongli, 2020).

The Chinese economy is characterized by economic development programming. Since 1953, twelve five-year plans for socio-economic development have been implemented in China. Such planning, as time has shown, is very effective. China's economic growth is indisputable proof of this (Figure 2.2).

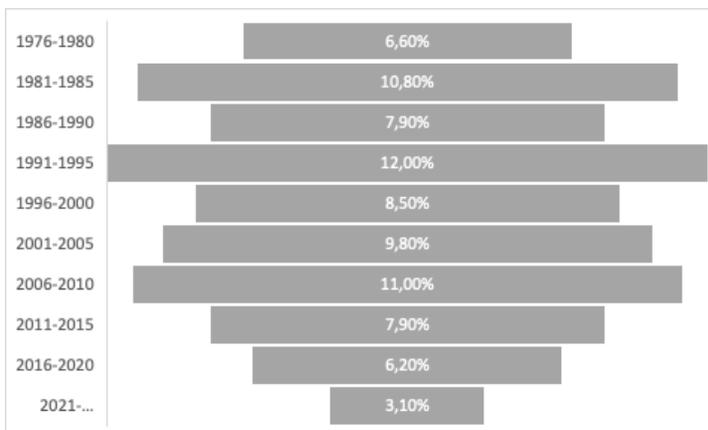


Figure 2.2 – Growth rates of the Chinese economy over the specified five-year period, %

Source: author`s research

Thus, the average growth rate of the economy of the People's Republic of China is expressed by the following indicators: 1976–1980 – 6.6%; 1981–1985 – 10.8%, 1986–1990 – 7.9%, 1991–1995 – 12%, 1996–2000 – 8.5%, 2001–2005 – 9.8%, 2006–2010 – 11.4%, 2011–2015 – 7.9%, 2016–2018 – 6.7%, 2019 – 6%.

The exception is 2020, when due to the COVID-19 pandemic and strict restrictive measures, the Chinese economy grew by only 2.3% for the year. Thus, in the first quarter of 2020, China's economy collapsed by 6.8%, which the republic did not know since the end of the 1970s. The reason was both the shutdown of all sectors of the economy due to the COVID-19 epidemic and the outflow of international personnel who were forced to leave urgently from the country. What also affected the change in general indicators of social and economic development of the Chinese economy (Table 2.4).

Table 2.4 - Dynamics of China's position change in global socio-economic rankings

Rating	China's position in the rating			
Global economic indicators				
Year/Index	2018	2019	2020	2021
Index of Economy Freedom	110 (186)	110 (186)	114 (186)	117 (186)
Global Competitiveness Index (WEF)	28 (140)	28 (140)	30 (140)	30 (140)
IMD World Competitiveness Index	13 (63)	12 (63)	12 (63)	12 (63)
Easy of Doing Business	46 (190)	46 (190)	47 (190)	47 (190)
Index of Globalization	114 (189)	114 (189)	117 (189)	121 (189)
Global ratings of innovative capacity				
The Global Innovation Index	17 (126)	13 (126)	15 (126)	16 (126)
World Digital Competitiveness Index	30(163)	29 (163)	27 (163)	27 (163)
Bloomberg innovation index	19(50)	16 (60)	15 (60)	16 (63)
Global ratings of society development				
Human Development Index (UNDP)	86 (189)	85 (189)	89 (189)	87 (189)
The Legatum prosperity Index	82 (184)	79 (189)	80 (189)	79 (189)
Social Progress Index	87 (128)	89 (128)	83 (128)	83 (128)
Global Peace Index	116 (163)	110 (163)	108 (163)	105 (163)

Source: authors research by world ranking

China's economic success is based on the export of relatively cheap goods to the developed countries of the world. The volume of Chinese exports is more than 45% of the country's GDP. This means that the export sector is a key catalyst for China's economic growth. According to the forecasts of experts of the World Trade Organization, this year China can displace Germany from the position of the world's leading exporter, if the growth rate of exports remains within 20% and above. China is increasing its exports at a very rapid pace - in 2004 it left behind Japan, in 2007 it overtook America, and this year, considering everything, it will surpass Germany. The share of China in the total volume of world exports in 2009 exceeded three times the indicators of 1990 (Figure 2.3).

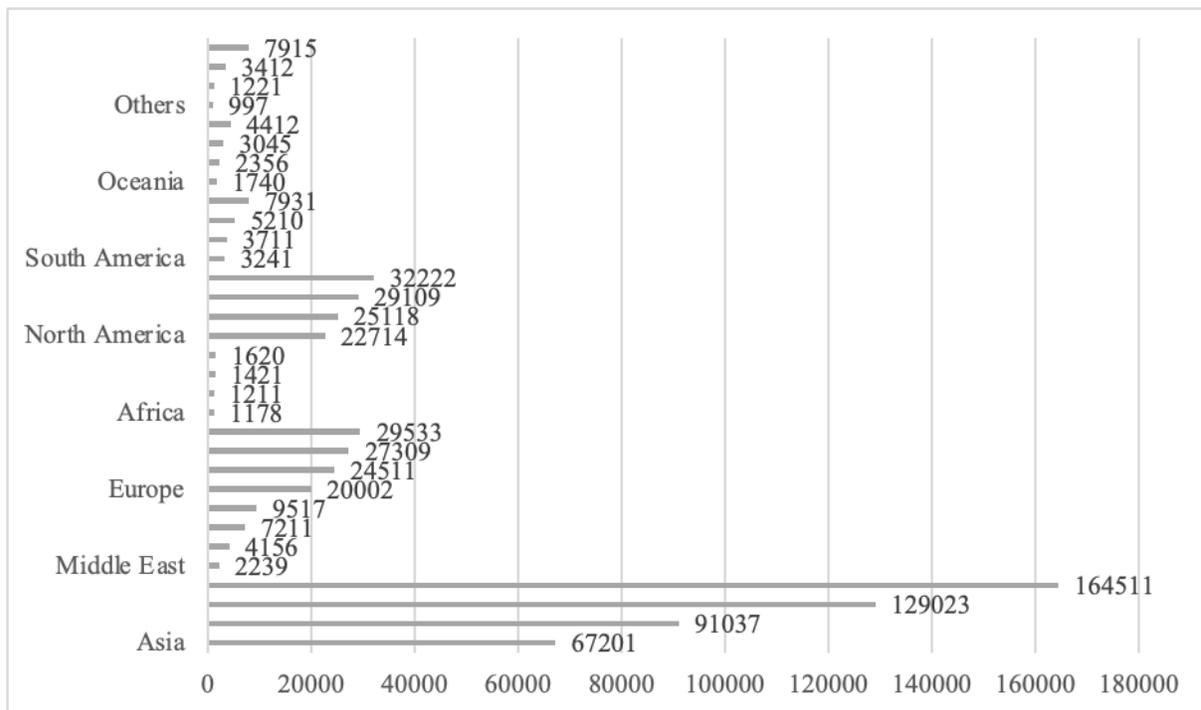


Figure 2.3 - Dynamics of China's exports by world region, million US dollars

Source: author`s research by [http://eng.dgbas.gov.tw/public/data/dgbas03/bs2/yearbook_eng/Y122I.pdf]

As for the export of goods and services by region, the largest importers of Chinese products are Asia, North America and Europe. According to data from Chinese customs, in the first three months of 2020, China's exports amounted to

\$36.66 billion, an increase of 21.9%. However, in May, export growth slowed to 17.6%. In particular, in 2020, the PRC became the largest supplier of imported goods to the USA instead of Canada. And in Asia, the total amount of Chinese exports for the first time exceeded the total amount of exports of Japan together with Korea, which occupy the second and third places, respectively. The dominant position in the structure of Chinese exports to Asia is occupied by agricultural machines: tractors (41.5%), pickup trucks (30.13%), passenger cars (23.24%), old cars (3.9%), trailers and semi-trailers (1.95%), truck tractors (1.69%), special purpose vehicles (1.43%).

The positive balance of China's foreign trade in April 2020 amounted to \$ 1.68 billion, which is 87% less than in 2019. Imports increased by 49.7% and reached \$ 118.24 billion. China imports goods mainly from neighboring countries and regions, partly from Japan, Russia, the Republic of Korea and Hong Kong, as well as from Europe and the USA. Imported goods include hydraulic equipment, chemical fertilizers, toxic chemicals, raw materials and materials, vehicles, communication devices, etc., as well as science-intensive technologies and equipment for the reconstruction of the country's industrial enterprises. In 2019, compared to 2018, Ukraine increased iron ore exports to China by 150%. In addition to traditional imports from Ukraine - metallurgical and chemical products, China partially plans to increase orders for domestic aircraft, in particular, the country is interested in the AN-148 and AN-158 models (Figure 2.4).

The integration processes that covered various regions of the world, in particular the countries of Asia, America and Europe, also became one of the incentives for the expansion of international cooperation, including labor migration. One of the factors of migration is also financial and economic crises, which periodically cover individual countries, regions or even the entire world economy. In particular, one of the huge waves of migration was brought about by the financial and economic crisis of 2008 and COVID-2019, which led to rapid fluctuations in migration flows and changes in the migration policy of many countries.

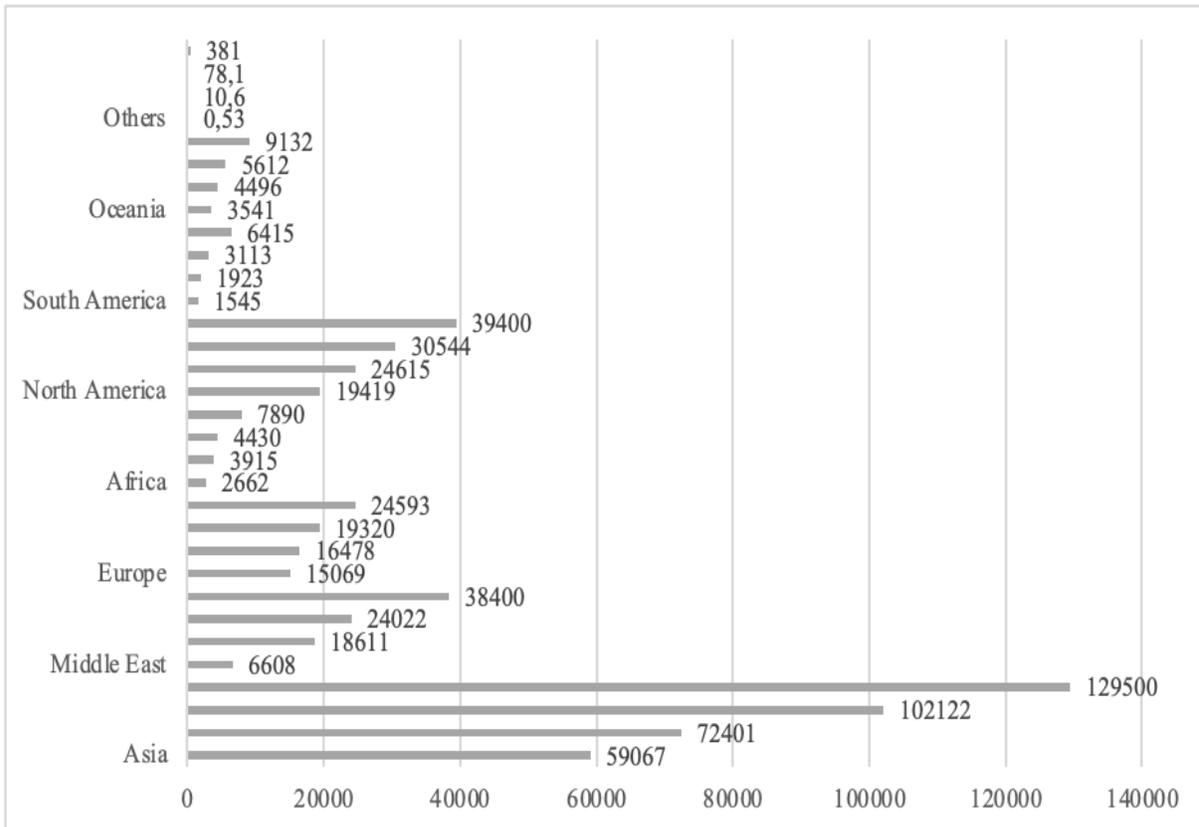


Figure 2.4 - Dynamics of China's import by world region, million US dollars

Source: author's research by [http://eng.dgbas.gov.tw/public/data/dgbas03/bs2/yearbook_eng/Y122I.pdf]

According to the International Organization for Migration, 3.5% of the total population are migrants, namely 272 million people. China ranks third in the number of people who are migrants in other countries of the world (10.7 million people) and second in the ranking of countries receiving remittances from abroad (67.4 billion US dollars) (World Migration Report 2020).

The Chinese model of the labor market is one of the clear world models, along with the Swedish, American, and Japanese models. The peculiarity of this labor market is its decisive role in the process of the formation of the People's Republic of China on the international arena in the conditions of the international division of labor. Due to the large size of this market (778 million people in the workforce in 2020), China managed to get the highest growth rates in the world. China's economy successfully passed the real-time stress test of the coronavirus disease pandemic,

allowing China to maintain GDP growth, but causing unemployment to rise in early 2020.

Thus, the maximum level of unemployment over the past 15 years of 6.2% was recorded in February 2020. It is significant that in the first quarter of 2020 the worst indicator of changes in China's GDP was also recorded - 9.7%. At the same time, after China's quick victory over the COVID-19 pandemic, the country's GDP is constantly increasing:

- 11.6% growth in the second quarter of 2020;
- 3% growth in the third quarter of 2020;
- 2.6% growth in the fourth quarter of 2020.

Together with the growth of the GDP, the recovery of the country's labor market also began. Thus, the unemployment rate in China decreased to 5.9% in May 2020; in August – up to 5.4%; in December – up to 5.2% (Trading Economics 2021).

China's economic growth in 2020 was achieved thanks to the increase in the level of the country's international competitiveness. This is evidenced by the dynamics of China's trade surplus, which rose to a record high of \$78.17 billion in December 2020, compared to \$47.25 billion in December 2019. Exports grew by 18 percent year-on-year, while imports grew by only 6.5 percent.

At the same time, due to the trade war with the United States, China's trade surplus with the United States decreased to \$29.92 billion in December 2020 compared to \$37.42 billion in November. At the same time, China's trade balance with the rest of the world improved significantly in 2020, so overall in 2020, China's foreign trade surplus was 535.03 billion dollars (as exports increased by 3.6 percent, while imports fell by 1, 1 percent), which is the best indicator since 2015. Exports to the U.S. rose 7.9 percent year-on-year to \$451.8 billion, while imports from the U.S. rose 9.8 percent to \$134.9 billion, pushing China into a trade surplus despite U.S. sanctions from the USA in the amount of 316.9 billion dollars for 2020 (Trading Economics, 2021).

China's economic growth has led to the improvement of working conditions in the country, in particular to the growth of average wages. So, if in 2012, on average, workers in China earned 47,593 yuan per year, then in 2016 this amount increased to 68,993 yuan per year, and at the end of 2019, workers in China earned an average of 93,383 yuan, which was equal to 14,300 US dollars. The average wage in the PRC industry was slightly lower, at 41,650 yuan per year in 2012, 59,470 yuan per year in 2016, and 78,147 yuan per year in 2019, which was equal to 11,967 US dollars. These indexes are lower than in Singapore, South Korea and Japan, but higher than in other emerging Asian countries (Trading Economics, 2021).

Since 2016, a downward trend in the number of the workforce and a decrease in the labor force participation rate have been clearly observed. The latter (Labor Force Participation Rate) measures the number of people who are actively looking for work, as well as those who are currently working. It does not include people who are in institutions (prisons, nursing homes, or psychiatric hospitals) and the military. It includes all other people of working age (16 and over) and compares the proportion of those working or looking for work outside the home to those not working or looking for work outside the home. According to this algorithm, labor force participation is estimated, which in 2020 reached its lowest value in the last four years. This is due to the fact that the number of unemployed people increased significantly at the beginning of 2020, which is connected with the pandemic and the global economic crisis. At the same time, China's economic recovery in the second-fourth quarters of 2020 contributed to the improvement of the country's labor market (Figure 2.5).

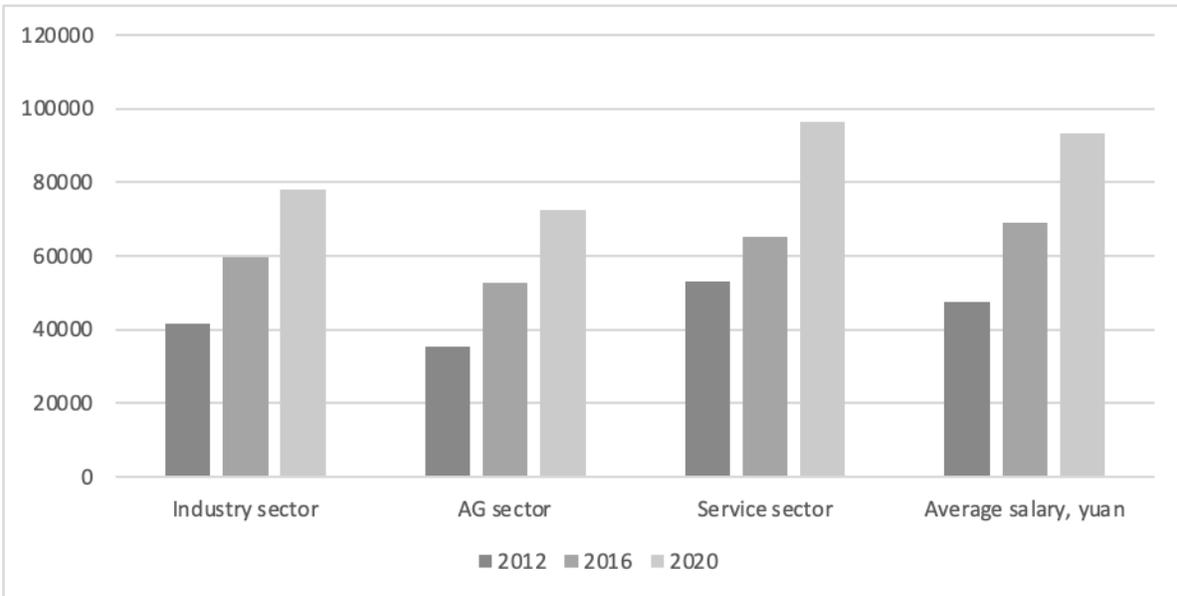


Figure 2.5 - The dynamics of wage changes by economic sector, yuan

Source: author`s research

Analyzing China's labor market, such indicators as the number of the workforce and its involvement were analyzed (Figure 2.6).

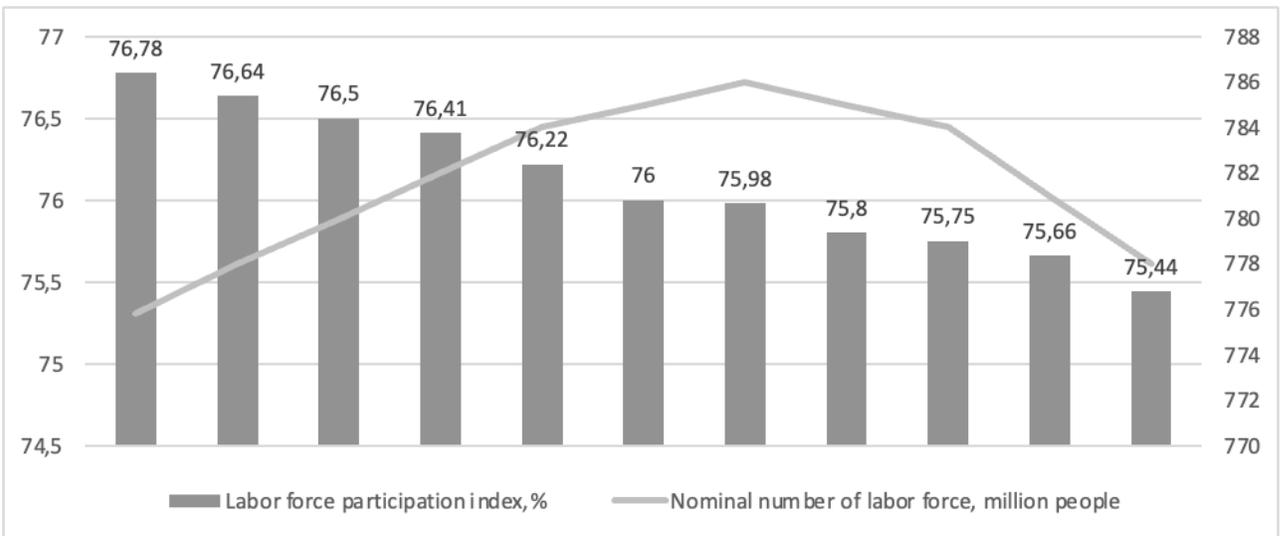


Figure 2.6 - Indicators of the state of the labor market in the PRC for 2010–2020 years

Source: author`s research by World Bank Database, 2020

An important indicator of economic potential is the population. China is the world leader in population, and in 2020 the increase was the largest in 10 years – 3% (OECD, 2020).

In China, the population mainly belongs to one ethnic group - Han (91%), other ethnic groups make up no more than 2% each.

Next, Figure 2.7 shows the fertility and birth rate index, which well reflects and provides an opportunity to predict the demographic situation in the country.

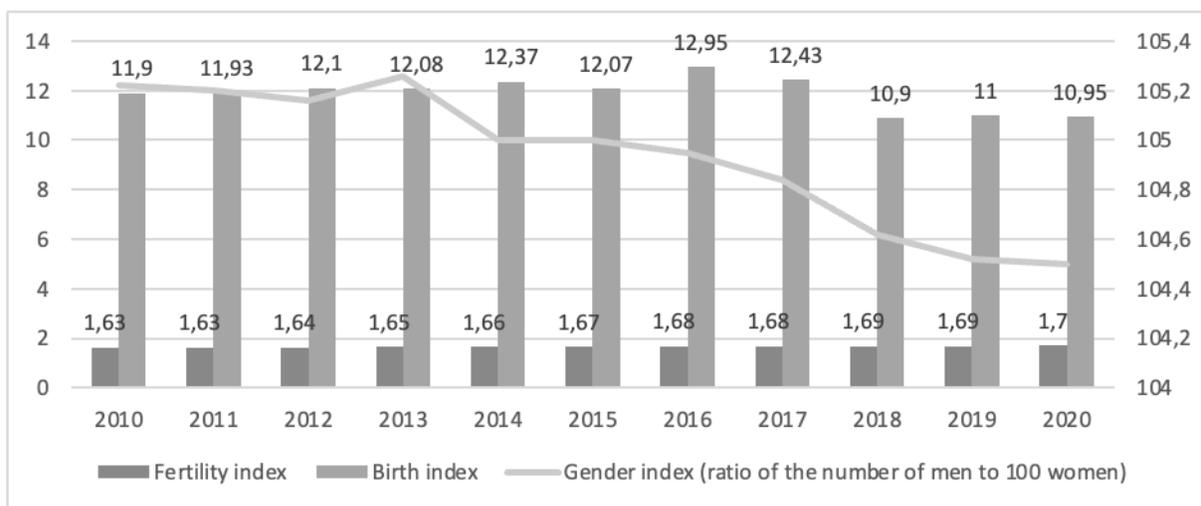


Figure 2.7 - Fertility and birth rate index in China

Source: author`s research by World Bank Database, 2020

The fertility index is lower than the norm of 2.15, at which there is no degeneration and aging of the population. The aging of the population is an urgent problem for the PRC (in 2010, the number of people over 60 was 12.2% of the total population, in 2019 it was already 17.2%). This burdens the state budget and the pension fund, and also contributes to the growth of taxes, and therefore the burden on business (Figure 2.8).

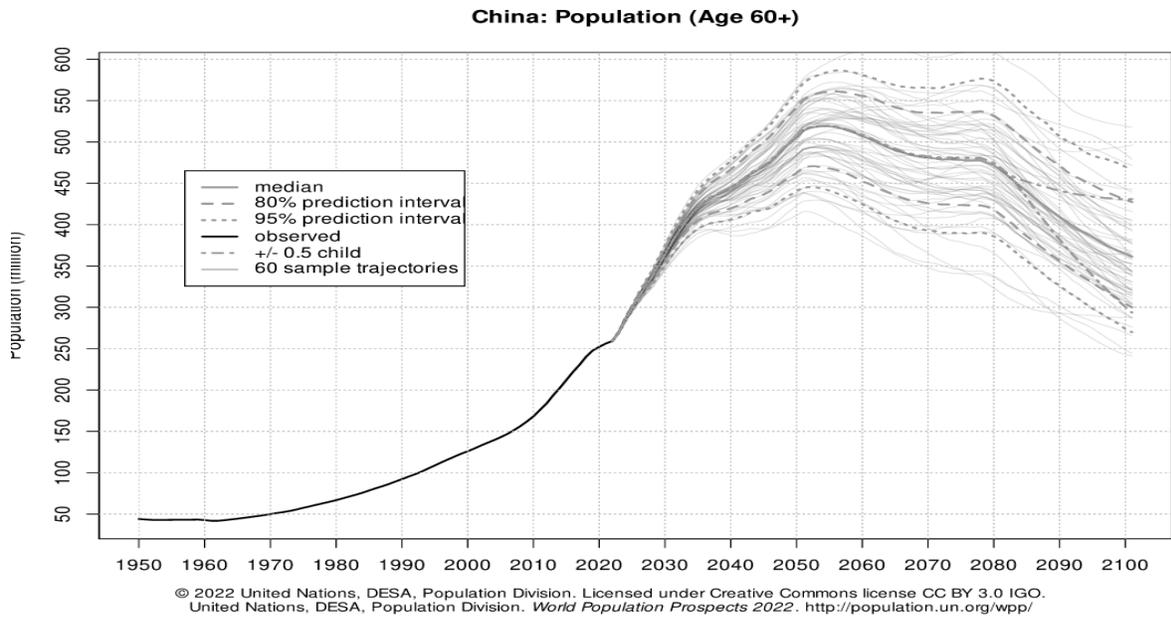


Figure 2.8 – Prediction of China’s population in age 60 +

Source: author’s research

At the same time, the country is experiencing a labor shortage, which has to be brought in from abroad. It should also be noted the large number of people who have reached 60, 80, and even 100 years of age. This is a sign of the high level of medicine, but it will definitely cause problems in the economy and labor market in China in the future.

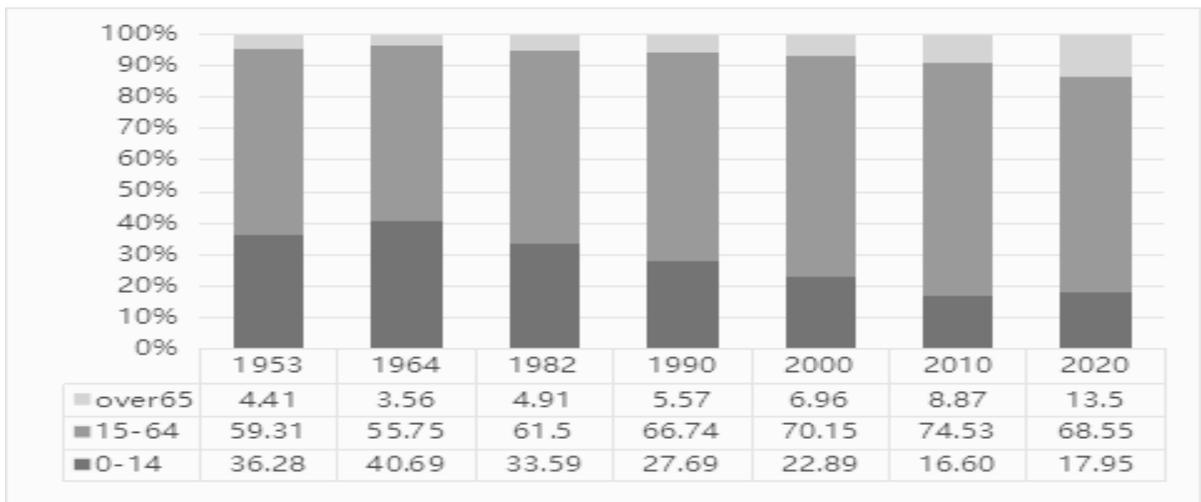


Figure 2.9 - Age changes of human resources in China in 1953-2020 years

Source: author’s research

Chinese migration is limited both technically (a high level of bureaucracy) and organizationally (the government implements certain programs to attract foreigners, but sets high qualification thresholds for participation in them). Emigration from China is greater than the internal flow of migrants into the country. The main recipient countries of Chinese emigration are the developed countries of the world (Asia - 64%, America - 24%, Europe - 7%, Oceania - 3%, Africa - 1% (Kyslytsyna, 2015).

The rise of the digital economy creates fertile ground for the digital transformation of enterprises and places increased demands on them. Technological transformation can help optimize work processes, reduce costs and increase efficiency, but this is not enough to lead to changes in business models. Secondly, digital talents are an important guarantee of sustainable transformation. The development of the Internet has complicated the management of employees throughout their life cycle. It can be said that the digitization of personnel management is an important tool for organizational transformation and digital transformation of companies.

Figure 2.10 shows a scatter diagram of the gross national income (GNI) per capita, respectively, the share of globalized digital business in the total number of employment of labor resources of 189 countries of the world. We note that the share of digitization of the economy is directly correlated with GNI, i.e. GNI per capita will grow with the share of the digital economy. The position of China under the trend line in the figure characterizes the high development potential of the digitalization era in China.

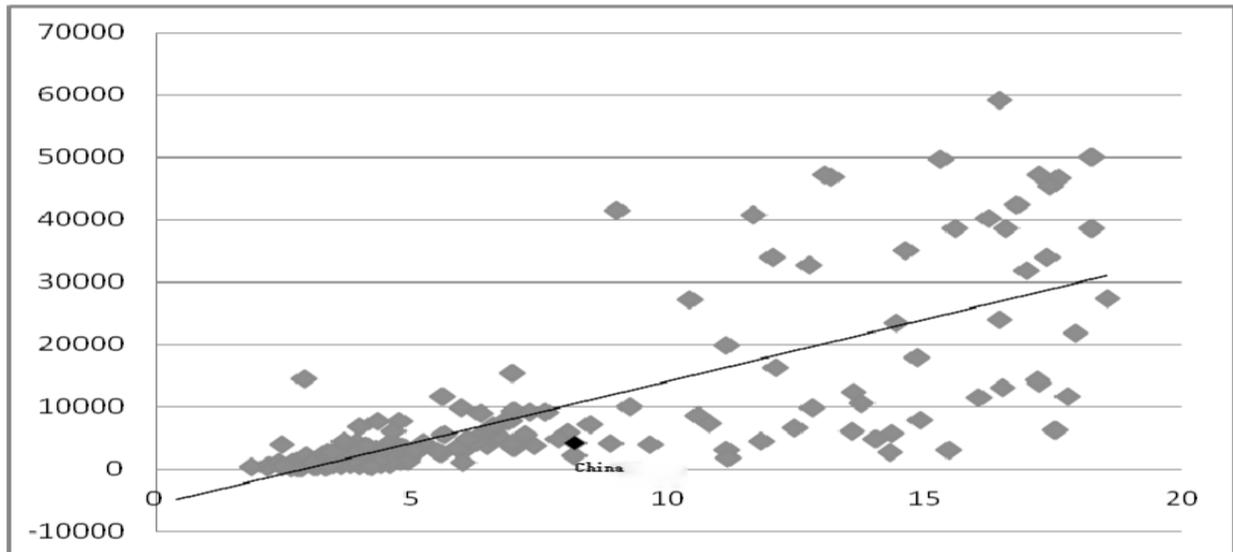


Figure 2.10 - Relationship between per capita income and digital economics level, US dollars

Source: World Development Indicators, Washington D. C., 2020.

A sudden global epidemic changed the initial model and trajectory of business development of enterprises. Actively or passively, companies are increasingly willing to invest in digital HR, and the scale of investment is growing rapidly. According to the results of the author's survey during the study, about 35% of companies started digitalizing their personnel as a result of the epidemic, 31.7% are on the path to digital transformation of personnel management, and 24.2% of managers indicated that they have plans to increase investments. It can be assumed that as HR scenarios such as recruitment, day-to-day office work, recruitment and training expand online, more and more companies will use HR digitization as a starting point to improve operational efficiency and change their business model.

A correlation-regression analysis was carried out to highlight the relationship between the dependent variable Y - China's GNP: x_1 - China's production; x_2 - China's exports; x_3 - import of China; x_4 - change in the birth rate of China; x_5 - labor migration; x_6 - age change of the population; x_7 - digitalization of the economy. Thus, a very close relationship was established, showing the obtained $R^2 = 0.997$. This

allows us to talk about the adequacy of the sample for the period 2010-2020. Based on this analysis, a correlation-regression model was made that shows the relationship between the factors under consideration:

$$Y = 3,9 + 0,22x_1 - 36,03x_2 - 57,2x_3 + 382,67x_4 + 151,61x_5 + 0,73x_6 - 3,38x_7 \quad (2.1)$$

It is worth noting that the free term $a_1=3.9$ is small, which once again indicates the correctness of the selected factors, but nevertheless leaves the possibility of identifying other factors besides the studied ones that affect China's GNP.

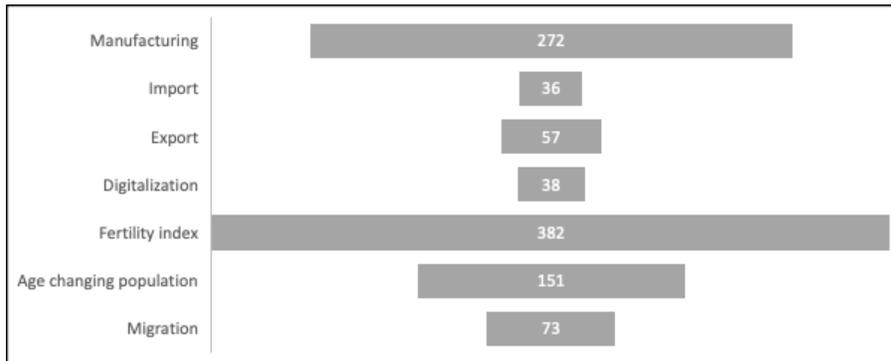


Figure 2.11 - Graph of the normal distribution of the criteria of influence on China's GNP (calculated for 2010-2020), yuan

Source: author`s research

In summary, the following demographic problems of China can be identified: population aging, low birth rate, and in the labor market - a decrease in the number of the workforce and an increase in unemployment.

Therefore, the PRC needs to take important steps to bring back the working population from abroad, effectively use the young workforce, and attract foreign specialists.

2.2. General managerial features of social and economic development of the personnel at enterprise

To sum up, under the current development trend, if enterprises want to develop for a long time, they must make a comprehensive summary of human resources development and management, pay attention to talent training, actively realize the role of human resources management, implement the effective measures of talent introduction and resource development, and provide talent knowledge support for the development of enterprises.

Retrieved from China Stock Market Database (CSMAR) allowed to make an initial sample of more than 30,000 companies for the period 2009-2019. This includes companies with an annual revenue of more than 20 million yuan. After imposing certain calculation restrictions, 3,538 firms of various businesses were left in the database for research. Figure 2.12 shows the total amount of industrial enterprises in China in 2011-2020.

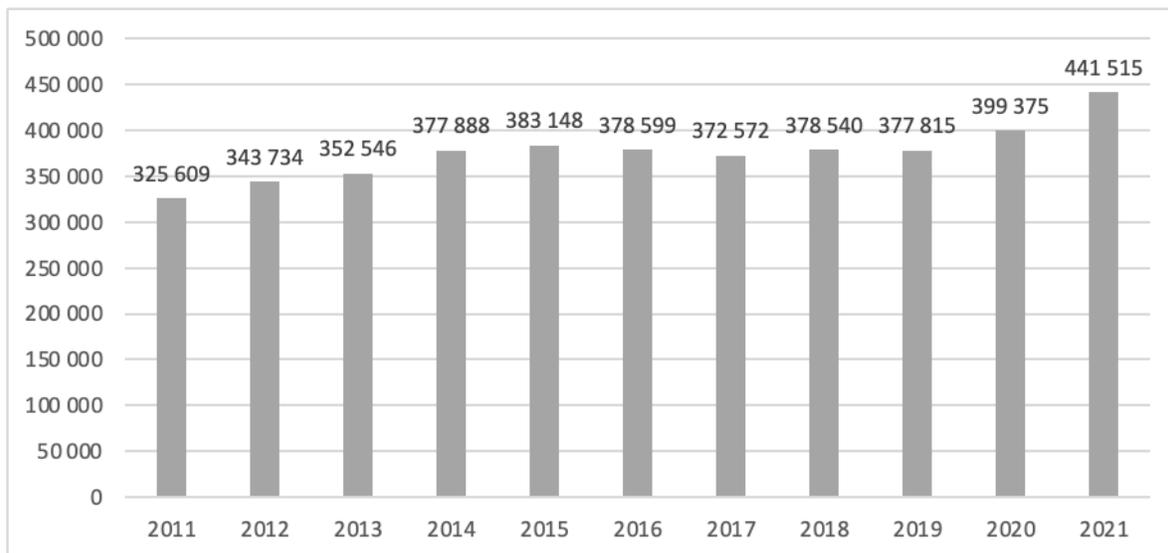


Figure 2.12 - Total amount of industrial enterprises in China in 2011-2020, units

Source: author`s research by <https://www.statista.com>

In terms of year distribution, the observed value has steadily increased since 2009: from 1388 in 2009 to 3231 in 2019, an increase of 232.78 per cent. From the perspective of industry distribution, the largest proportion is manufacturing (Obs=16489), accounting for 63.76 per cent, followed by IT industry (Obs=1550), accounting for about 5.99 per cent, and the third is wholesale and retail (Obs=1485), accounting for about 5.74 per cent. The number of listed companies that issued CSR reports increased by 259.03 per cent from 2009 (371 reports) to 2019 (961 reports). However, due to the faster growth rate of the number of listed companies, the proportion of listed companies that issued CSR reports did not change much and remained at around 30 per cent.

Table 2.5 - Distribution of Firm-Year Observations by Industry, units

Industry	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Agriculture, forestry, animal husbandry and fishery	29	28	36	34	38	37	41	40	42	37	35	397
Mining industry	38	42	50	58	64	68	74	68	66	70	70	668
Manufacturing	860	881	1133	1370	1498	1507	1566	1677	1790	2106	2101	16489
Electricity, heat, gas and water production	61	67	70	76	80	82	88	94	100	103	100	921
Construction industry	37	35	38	54	62	63	70	76	88	91	86	700
Wholesale and retail	88	98	110	143	152	145	145	141	151	156	156	1485
Transportatio, storage and postal industry	63	66	74	77	81	81	80	84	87	91	94	878
Accommodation and Catering Industry	0	0	0	10	12	11	10	10	0	0	0	53
Information transmission, software and IT	48	56	88	97	121	122	137	173	212	248	248	1550
Real estate	85	116	119	135	134	136	133	121	117	115	109	1320
Leasing and services	18	19	24	22	21	22	24	40	41	47	48	326
Scientific research and technical service industry	0	0	0	0	12	11	17	21	27	46	48	182

1	2	3	4	5	6	7	8	9	10	11	12	13
Water conservancy, environment and public facilities management industry	10	0	0	23	24	26	27	31	33	46	50	270
Resident services, repairs and other services	0	0	0	0	0	0	0	0	0	0	12	12
Education	0	0	12	18	23	26	33	38	46	57	56	309
Health and social work	51	41	45	17	20	22	24	21	23	19	18	301
Total (Obs)	1388	1449	1799	2134	2342	2359	2469	2635	2823	3232	3231	25861
CSR	371	471	518	582	644	681	708	747	795	851	961	7329
CSR active companies, %	26.73	32.51	28.79	27.27	27.50	28.87	28.68	28.35	28.16	26.33	29.74	28.34

Source: authors' calculations

Table 2.6 shows descriptive statistics for all variables and t-test which shows the difference between CSR active and non-active companies.

Table 2.6 - Descriptive statistics

Panel	A			B						MeanDiff
	Full Sample			CSR=0			CSR=1			
	Obs	Mean	SD	Obs	Mean	SD	Obs	Mean	SD	
DA	25861	0.012	0.172	19118	0.011	0.183	6743	0.016	0.135	-0.004*
CSR	25861	0.261	0.439	19118	0	0	6743	1	0	-1
LnSize	25861	22.155	1.313	19118	21.804	1.068	6743	23.149	1.427	-1.345***
ROA	25860	0.039	0.064	19117	0.036	0.065	6743	0.045	0.06	-0.009***
ROE	25824	0.062	0.137	19084	0.055	0.141	6740	0.084	0.123	-0.029***
MTB	25189	3.675	3.402	18566	3.964	3.622	6623	2.864	2.519	1.100***
BoardSize	25817	8.668	1.76	19082	8.493	1.641	6735	9.164	1.976	-0.671***
Leverage	25861	0.441	0.213	19118	0.423	0.214	6743	0.491	0.199	-0.068***

Source: authors' calculations. Significance at the 10%, 5%, and 1% levels is indicated by *, **, and ***, respectively

Panel A of Table 2.6 shows a mean value of 0.012 for DA, while the average value of CSR is 0.261, which means that only 26.1 per cent of the observations have issued sustainability reports, which is much lower compared to European and

American countries. Panel B of Table 2.6 shows that there is a significant difference in the average DA between CSR active and CSR inactive firms significant at the level of 10%. Moreover, Panel B of Table 4 testifies that CSR active firms are superior in terms of company size, profitability, the board size, and asset-liability ratio indicators. In contrast, CSR inactive firms have a higher market-to-book ratio than those of CSR active companies.

From Panel B of Table 2.6, we also see that the average DA of CSR active firms (0.016) is higher than that of CSR inactive firms (0.011), indicating that the former practice earning management more than the latter.

Table 2.7 shows the correlation matrix of the variables in the model. The highest correlation coefficients are ROA and ROE (0.884). Since ROE is a replacement variable for our robustness testing, a high correlation coefficient is auspicious for us. The explanatory variable CSR and the control variable LnSize have the highest correlation coefficient, which is 0.450, and the correlation coefficients with other control variables are relatively low.

Table 2.7 - Bivariate correlations results

	DA	CSR	LnSize	ROA	ROE	MTB	Industry	BoardSize	Leverage
DA	1								
CSR	0.011*	1							
LnSize	0.035***	0.450***	1						
ROA	0.234***	0.061***	0.023***	1					
ROE	0.224***	0.092***	0.127***	0.884***	1				
MTB	-0.026***	-0.142***	-0.398***	-0.003	-0.096***	1			
Industry	0.037***	0.034***	0.076***	-0.021***	0.024***	-0.001	1		
BoardSize	0.013**	0.167***	0.276***	0.023***	0.049***	-0.113***	0.013**	1	
Leverage	-0.034***	0.141***	0.464***	-0.364***	-0.187***	0.014**	0.086***	0.157***	1

Source: Authors' calculations. Significance at the 10%, 5%, and 1% levels is indicated by *, **, and ***, respectively

We also run collinearity statistics resulted in the maximum value of VIF is 2.38 and the average value is 1.34, indicating that there is no multicollinearity problem between variables.

Table 2.8 presents the results of multivariate regression analyses of DA and robustness testing. The result (1) is a multiple regression analysis based on formula (4), and result (2) is the robustness test there instead of ROA we employ ROE.

Table 2.8 - Regression Results and Robustness Tests

	(1)	(2)	(3)	(4)	(5)	(6)
	DA	DA	DA	DA	DA	DA
CSR	0.009*	0.010*	0.010*	0.011**	0.009*	0.010*
	(1.74)	(1.95)	(1.94)	(2.17)	(1.74)	(1.95)
BoardSize	0.001	0.001	0.001	0.001	0.001	0.001
	(0.77)	(0.80)	(0.60)	(0.62)	(0.77)	(0.80)
LnSize	0.020***	0.025***	0.017***	0.021***	0.020***	0.025***
	(6.69)	(8.00)	(5.53)	(6.65)	(6.69)	(8.01)
ROA	0.755***		0.753***		0.755***	
	(31.49)		(31.42)		(31.50)	
ROE		0.277***		0.278***		0.277***
		(27.36)		(27.38)		(27.36)
Top1	0.039**	0.048***	0.019	0.026	0.039**	0.048***
	(2.10)	(2.59)	(1.01)	(1.33)	(2.10)	(2.59)
MTB	-0.002***	-0.001**	-0.003***	-0.001***	-0.002***	-0.001**
	(-4.83)	(-2.16)	(-5.20)	(-2.60)	(-4.83)	(-2.16)
Leverage	0.011	-0.032***	0.025*	-0.015	0.011	-0.032***
	(0.89)	(-2.59)	(1.94)	(-1.21)	(0.89)	(-2.59)
Industry	-0.003***	-0.003***	-0.003***	-0.003***	-0.003***	-0.003***
	(-4.03)	(-4.22)	(-4.05)	(-4.24)	(-4.03)	(-4.23)
Year	-0.006***	-0.007***	-0.006***	-0.006***		
	(-11.51)	(-13.01)	(-9.37)	(-10.53)		
Year2					-0.006***	-0.007***
					(-11.51)	(-13.01)
StateOwn			0.029***	0.033***		
			(4.32)	(4.92)		
_cons	12.540***	14.181***	10.847***	12.218***		
	(11.48)	(12.98)	(9.35)	(10.51)		
N	25144	25144	25144	25144	25026	25026
r2	0.069	0.059	0.070	0.060	0.069	0.059
r2_a	-0.084	-0.096	-0.083	-0.095	-0.079	-0.091

Source: authors' calculations. Significance at the 10%, 5%, and 1% levels is indicated by *, **, and ***, respectively

The multivariate regression analyses bring the findings, which are consistent with the opportunistic financial reporting hypothesis, as we find a positive association between CSR engagement and the extent of earnings management. In

particular, the estimated coefficient on DA_CSR is positive and significant ($p < 0.10$), denoting that CSR active firms operate earnings more through accruals. Therefore, in the Chinese institutional setting, the CSR engagement (proxy – the issuance of a CSR report) is positively associated with accrual-based earnings management.

For the control variables, both MTB (-0.001) and BoardSize (-0.002) are negatively correlated with earnings management and are significant at the 1% level. It is generally believed that MTB is negatively correlated with market value, that is, companies with higher market value have fewer earnings management. ROA (0.660), Leverage (0.038) and EM are positively correlated, and they are all significant at the 1% level. LnSize (0.002) is positively correlated with EM, which is significant at the 10% level.

Result (2) shows the robustness test results in which we replace ROA with ROE. In the robustness test, the coefficient and pole of DA-CSR association are the same as the result (1). Only the sign of the coefficient of the control variable Leverage is different, but it is not significant.

The results (3) and (4) in Table 2.8 are the first set of robustness tests and it could be noticed that the sign of the coefficients of each variable does not change after the addition of the variable StateOwn. Results (5) and (6) are robustness tests done to exclude endogeneity problems, using the instrumental variables (IV) techniques method, and analogous findings are obtained. Due to the limitation of the regression method (xtivreg2), we could not use Year directly in results (5) and (6), so we replicated a variable Year2 that is the same as Year. Similarly, neither (5) nor (6) output the variable _cons. The results of the robustness test show that the results of the empirical model and the robustness test model are similar and the model with its findings is reliable.

Therefore, this chapter investigates the association between CSR activities and the extent of earnings management in China. We examined these relationships using

a sample of listed Chinese firms for the period 2009-2019. We measure management by the level of discretionary accruals, which unlike NDA are fully under the control of managers.

We hypothesized that CSR active firms operate dissimilarly from other firms in their financial reporting and that the CSR attitude of a company sways its reporting incentives in respect of the extent of management. We find that CSR firms indeed behave differently from CSR non-active firms in making accounting and operating decisions. However, contrary to our expectation that CSR firms would deliver more transparent, financial information to investors we conclude that they deliver less transparent financial figures. We find a significant positive association between CSR activity and management assessed by the level of discretionary accruals in Chinese listed companies.

Table 2.9 – Managerial risk index system in the enterprise development

First level indicators	Secondary indicators
Environmental risk	Disaster losses, competitors, customer needs, technology improvement, regulatory efforts, sensitivity, laws and regulations, shareholder relations, financial markets, capital politics, industry changes
Operational risk	Customer satisfaction, human resources, product development, efficiency, production capacity, performance gap, cycle, supply, channel effectiveness, partners, obsolescence / depreciation, compliance, business interruption, environmental protection, health and safety
Authorization risk	Leadership, rights / constraints, outsourcing, performance incentives, change response, communication
Technical risk	Relevance, system integrity, contact path, availability
Financial risk	Price and interest rate, financial instrument, currency, equity, commodity, cash flow, opportunity cost, liquidity, default, credit and guarantee
Credit risk	Management fraud, unauthorized use, employee / third party fraud, breach of contract, corporate reputation
Decision information risk	Organizational structure, portfolio of business categories, life cycle, financial report evaluation, budget and planning, pricing, contract commitment, assessment (Management), resource allocation, reporting compliance, tax, environmental monitoring, valuation, planning, consistency, accounting information

Source: built by authors based on (Anne-Marie Godfrey, 2018)

With the continuous development of science and technology, economy and culture of human society, the living environment of human beings has been greatly improved, but for enterprises, the situation is just the opposite. due to the change of social and economic structure, the progress of science and technology and the emergence of a large number of multinational companies, the environment faced by enterprises is changing rapidly, and the risk has been everywhere. Risk not only accompanies every moment of enterprise operation, but also exists in every link of enterprise production and operation process (Guo Shuoxuan, 2021).

Business risk management: an integrated approach divides risks into three categories:

(1) Decision information risk refers to the risk caused by insufficient, unreliable and wrong information collection when enterprises make various kinds of decisions, such as strategic decision-making, business decision-making changes and financial decision-making improvement;

(2) Environmental risk, including natural environmental factors and social environmental factors;

(3) Process risk refers to the risk caused by problems in the company's own office process or production process, such as credit risk, business risk, financial risk and technical risk.

The risk management ability of securities companies has been improved. In terms of organizational structure, many securities companies have gradually attached importance to and established particular risk supervision organizations and risk management committees to strengthen project audit and risk management, significantly reducing decision-making mistakes. In terms of system construction, the gradual improvement of the risk management system of domestic securities companies ensures the company's long-term development to a certain extent. In less than 30 years, China's securities industry has established an essential risk

management system, and the overall risk management ability has been dramatically improved.

But compared with the rapid development of business, the speed of risk management ability is not enough to keep up with business development. There are still problems in the governance of securities companies. There are a series of issues in the risk management of China's securities companies, which lead to the frequent occurrence of risk events (Zhou Wenyong, Huang Qiong 2021).

Different from the situation in other regions, the particular case of China's securities companies is that the concentration of ownership structure is related to the state-owned nature of shareholders, and the control right of state-owned components is monopolistic in securities companies shown as table 2.10.

Table 2.10 - The proportion of state-owned shares in securities companies

Company type	The shareholding ratio of the biggest shareholder	The shareholding ratio of the top five stockholders	The shareholding ratio of the top ten stockholders	The ratio of The largest shareholder is state-owned enterprise	The ratio of the largest shareholder is privately-owned enterprise
Listed company	34%	59%	69%	67%	33%
Unlisted company	58%	90%	96%	80%	20%
Average	53%	84%	91%	77%	23%

Source: built by authors based on (Isharyanto, Husodo J. A., Madalina M. , 2021)

The board of directors is the standing body of the shareholders' meeting, which is responsible for the company's daily decision-making and the supervision and management of the management. Most of China's securities companies have established the independent director system, and the governance ability of the board of directors has been improved compared with before. However, the internal directors still occupy the dominant position in the board of directors, and there are still problems in the external supervision mechanism (Ojeka Stephen A., Adeboye Alex, Dahunsi Olajide, 2021).

Despite the rapid development of China's securities industry, many securities companies have gradually realized the importance of risk management. They have established their risk management organizational structure to be responsible for the management of various risks. However, some companies are weak in the administrative construction of risk management system, and there is no department primarily accountable for risk management.

The event of Everbright Securities has caused severe economic losses to Everbright Securities and has a powerful negative impact on China's capital market. The risk of Everbright Securities has the characteristics of universality and relevance.

This chapter reviews the whole process of the event from the event as the starting point. According to the operation of the event, the paper summarises the defects in risk management of Everbright Securities and makes a corresponding analysis.

Everbright Securities Co., Ltd. was founded in 1996 and is one of the first three innovation pilot companies approved by CSRC. In 2009, Everbright Securities issued 520 million shares for the first time and listed on the Shanghai Stock Exchange. The company's major shareholder, China y Group Corporation, is a company funded and established by the Ministry of Finance of China. The total holding ratio of the Ministry of Finance and the State Council is 84.3%, which occupies the absolute holding position shown as figure 2.13.

Similar to the operating revenue, after experiencing the profit level of 47.3 billion CNY set in the bull market in 2014, the net profit of Everbright Securities decreased significantly. In 2019, the company realised a net profit of 10.3 billion CNY, a year-on-year decrease of 19%, lower than the average level of 16% in the industry.

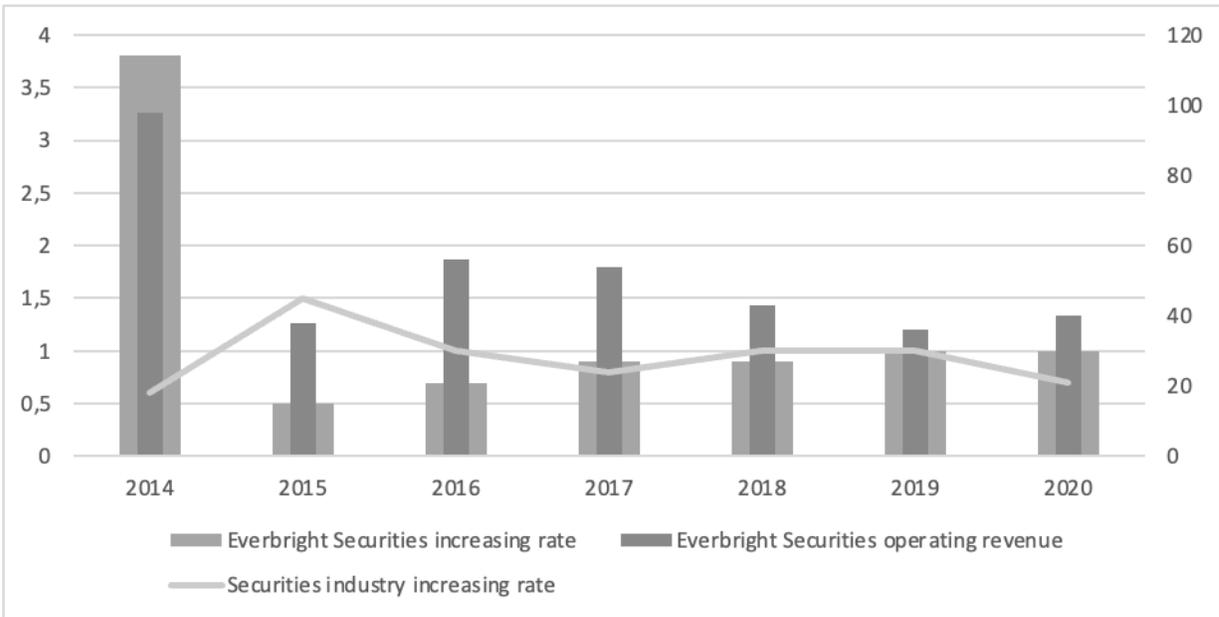


Figure 2.13 - Revenue and growth rate of Everbright Securities, 2014–2020 yy.
 Source: Southwest Farm Press, 2021

From the perspective of business structure, Everbright Securities has a small proportion of brokerage business compared with the industry. In 2019, the main brokerage business accounted for 54% of the operating revenue, which is lower than the average level of 66% in the market (figure 2.14).

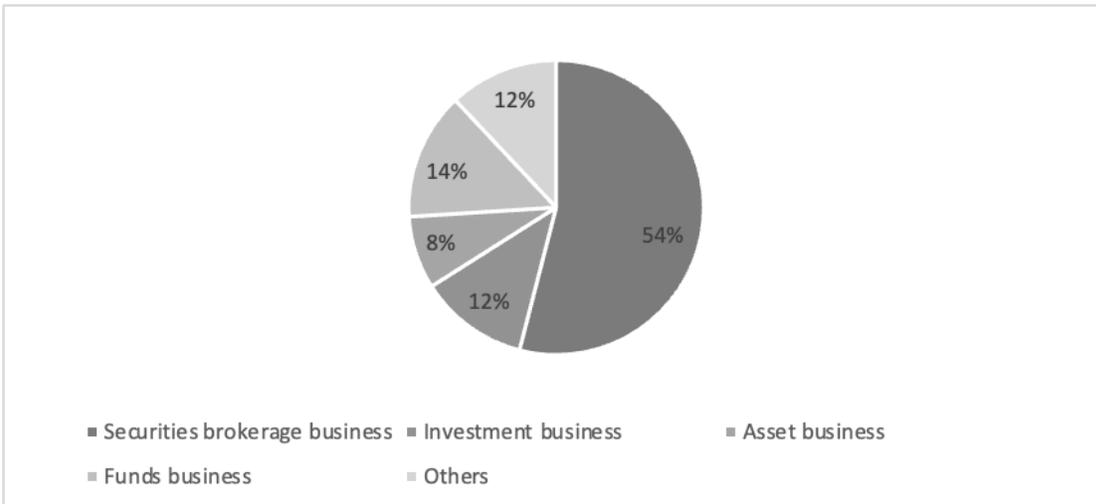


Figure 2.14 - Revenue structure of Everbright Securities company, 2019 y.
 Source: Southwest Farm Press, 2021

From the current situation of risk management of China's securities companies and the incident of Everbright Securities, we can see that China's securities companies are still fragile in risk management. Facing the increasingly complex risk impact of the securities industry, securities companies should strive to improve their risk management ability.

This chapter combined with the comprehensive management standard of securities companies and the advanced experience and practice of Goldman Sachs in risk management:

(1) Improve information system. The defect of the strategic trading system is the direct cause of the trading accident of Everbright Securities. Behind it, there are many problems in the information technology strength and information technology management process of Everbright Securities. The development of science and technology has dramatically improved securities companies' operation efficiency and brought new security challenges. A safe and reliable information system can provide efficient brokerage, position management, clearing and delivery of securities companies to improve the timeliness and effectiveness of risk management (FIND, 2020).

There are many management measures such as information technology plan making, decision-making implementation, personnel management, equipment maintenance, external supervision and accountability. We can improve the management orientation of information technology, integrate information technology resources, strengthen information technology risk management, and guarantee the safe and efficient operation of the company's business (Tao Xu, Jianxin You, Yilei Sha 2020).

(2) Improve the skills of IT personnel. In recent years, China's securities companies have improved in information technology construction, and the total number of IT employees has exceeded 15000 (CRC Press, 2021). However, in 2018–2019, there is a downward trend in capital investment, and the proportion of IT

investment in total income is less than 5%. Investment in the information technology system of China's securities companies still needs to be improved.

A securities company shall have sufficient IT personnel to meet the needs of the implementation and management of information technology and provide information technology support for various companies' businesses. Therefore, securities companies should increase the investment of resources, provide reasonable salary for information technology personnel. In addition to increasing investment in resources, departments should also establish a transparent responsibility system.

There are some problems in the strategy trading system of Everbright Securities, such as program call error and quota setting failure, which are the direct causes of the event. From information security, securities companies should fully consider the possible new risks for the latest information technology system. When the business department puts forward the information technology project plan, the risk control department should understand the implementation background of the project and carry out a risk assessment on important information system projects. Formulate a unique risk management plan.

Information system risk assessment is helpful to fully explore and understand the potential risks, defects and weaknesses of the system. The technical department and business department should take feasible technical and business risk control solutions according to the risk control department's risk management requirements. Before the formal operation of the critical information system, we should also fully assess the risks that may be faced under various extreme circumstances to ensure that the corresponding backup plan and emergency plan have been formulated. The critical information system should be tested in detail before the formal operation, including system function test, system performance test, and network performance test. Establish the project's internal test specification and management process and classify the importance of IT project testing.

IT testing should involve business departments and eliminate self-design, self-implementation and self-reporting of IT departments. The actual test results shall be reviewed and confirmed by the relevant departments and personnel to test products to specific departments and individuals.

The key system of the company can enter the formal operation stage only after the test results reach the technical indicators proposed by the company. We can consider small-scale switching operation first for the vital system transformation and switch to the new information system only after the results are satisfying.

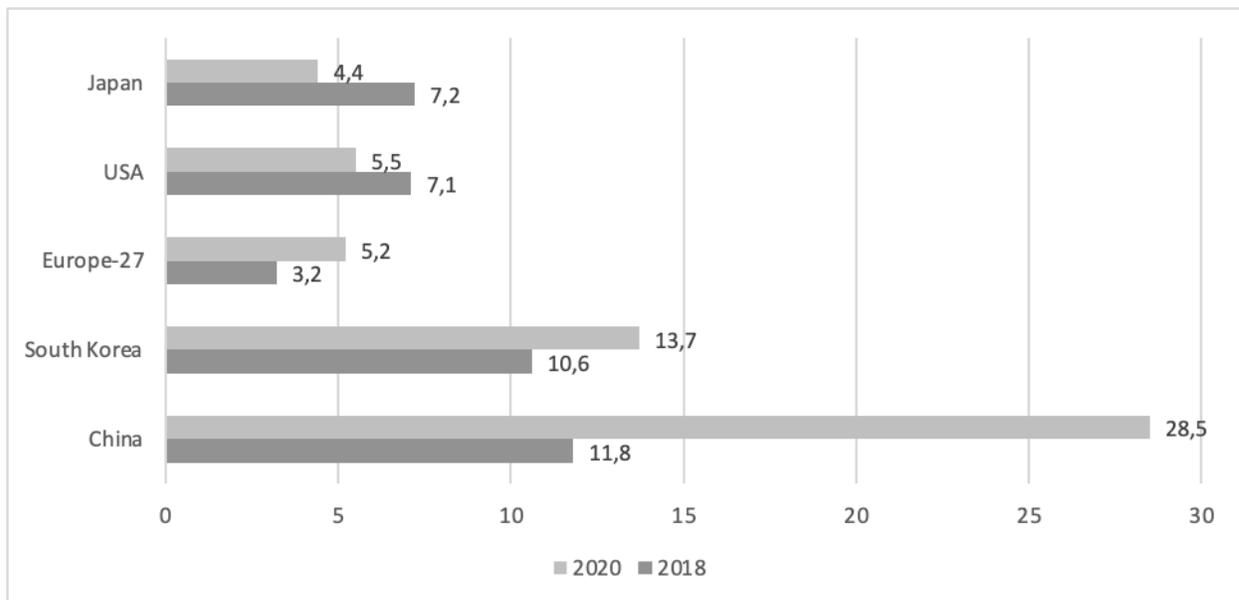


Figure 2.15 - Annual increase of risk management cases in business, %

Source: author's research by CRC Press, 2021

(3) Risk information monitoring. At present, most of China's securities companies have established a risk control system, but there are still many deficiencies in the specific implementation. In the case of Everbright Securities, we can see that the strategy Trading Department of the company only relies on its business departments to monitor. It is not included in the unified central risk control system, so there are significant risk prevention and control problems. As a famous investment

company in the world, Goldman Sachs has advanced management experience in risk monitoring. Goldman Sachs adopts various risk analysis and reporting systems according to the transaction and risk characteristics of different businesses. Taking the securities trading business as an example, all global trading businesses of Goldman Sachs adopt a unified trading system for transaction bookkeeping and pricing analysis. Each trader can master the relevant risk indicators in real-time through the platform (CRC Press, 2021).

In China's financial system, the securities industry plays a vital role in resource allocation and wealth management. Due to the characteristics of the sector, securities companies are faced with a variety of complex risks. Effective risk management is the basis for the development of the company. With the rapid growth of all kinds of new business and the change of economic environment, the requirements of securities companies in risk management are higher and higher. The supervision of external institutions and the construction of internal risk management are the two guarantees for securities companies to prevent risks and develop healthily.

2.3. Intelligent personnel management in the future competition of enterprises

At the forefront of the development of science and information technologies is the knowledge economy, without which comprehensive continuous development is impossible. In this era, mental workers are the core competitiveness, and knowledge compound talents have become the most key resources. Achieving higher productivity and business competitiveness is based on daily painstaking work and the introduction of technologies and innovations in development both in general and in the company's personnel.

According to scientists, the Chinese model of the labor market can be conditionally divided into 2 or 3 sectors. In the first case, there are only two subjects in the market - the state and the population, between which there are centralized labor relations of the "state-socialist" type. In the second case, 3 sectors are distinguished - state enterprises, private enterprises and agricultural enterprises. Today, due to the increasing degree of integration of China into the world economy, a new sector consisting of foreign specialists has been formed (Figure 2.16).

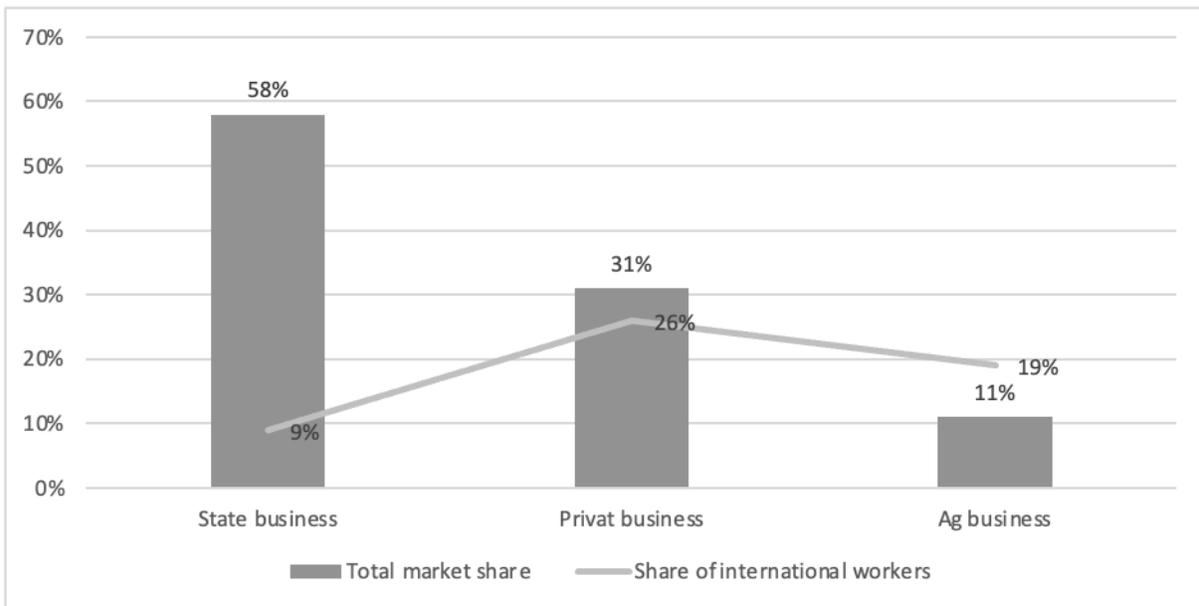


Figure 2.16 - Involvement of foreign specialists in all types of enterprises in the Chinese labor market in 2021 year, %

Source: Research by the author

In 2002, China officially adopted an active national employment policy, which is still being implemented. The new employment priorities policy, announced in 2020, is currently being implemented, focusing on new learning strategies, developing soft-skills in future workers, and creating new jobs. It should be noted that the Chinese model is distinguished by planning, setting clear goals and monitoring their implementation, that is, it is very centralized. As a result, the government's main focus

is the proactive development of labor market infrastructure through demand, supply and labor productivity.

Thus, according to official statistics, the labor market numbered 780 million people in 2021 (Figure 2.17). Since 2000, the total number of workers in China has increased by 40.3 million people.

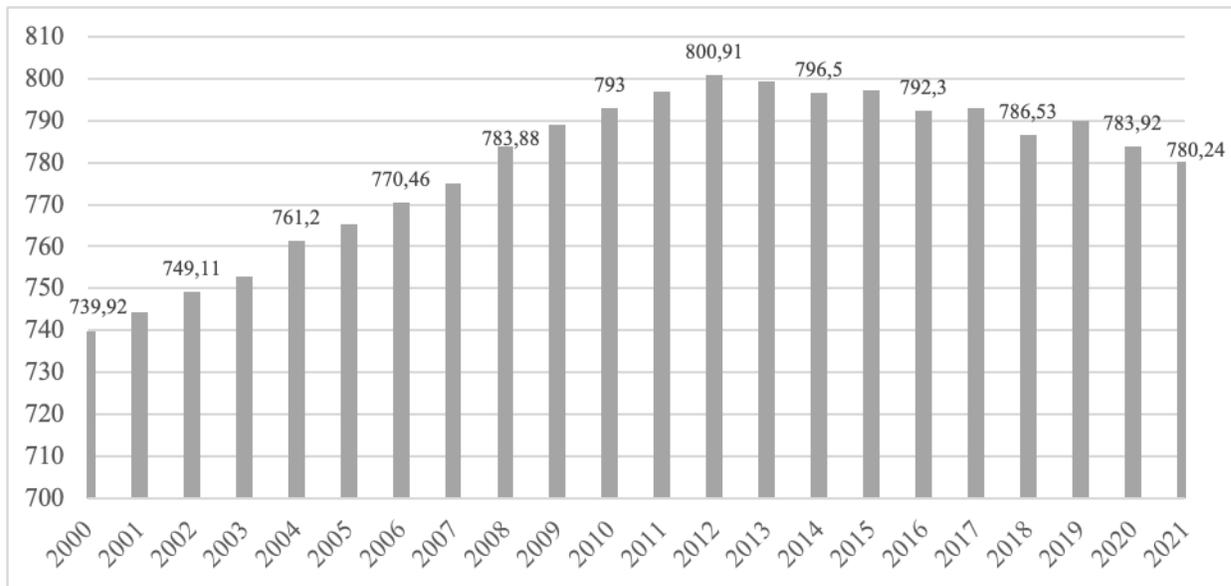


Figure 2.17 - Labour force development in China in years 2000-2021, mln people

Source: author`s research by Statista, 2022

Urbanization played a significant role in changing the structure of the labor market. When the population moves from the countryside to the city, society adapts to irreversible changes. Usually, the driving forces are industrialization, modernization and a change in the level of education of the population. Therefore, the level of urbanization is usually directly correlated with the percentage of the educated population and is significantly higher in industrialized countries compared to developing countries. According to the World Bank, in 1980 the level of urbanization of the Chinese population was 19.4%, and in 2020 this indicator was already 65.2% (table 2.11).

Analyzing the dynamics of population changes in cities and rural areas, we observe a clear trend - in the years 2011-2021, there was a decrease in the rural population, in 2021 the ratio of urban to rural population was 1.93:1, and in 2011 this ratio was almost 1:1 . Instead, during the specified period, the level of education increased proportionally by 15.5% in rural areas and 18% in cities and agglomerations. The increase in the education of the population was determined not only by the acquisition of education within the country, but also by obtaining the opportunity to study abroad for wider segments of the population.

Table 2.11 – Level of education according to the place living

Year	Population, mln inhabitants		Educated level, %	
	urban	rural	rural	urban
2011	699,27	649,89	52,2	78,5
2012	721,75	637,47	54,6	79,9
2013	745,02	622,24	56,1	81,2
2014	767,38	609,08	56,5	83,4
2015	793,02	590,24	57,1	85,5
2016	819,24	573,08	58,4	87,3
2017	843,43	556,68	62,5	89,5
2018	864,33	541,08	64,4	92,2
2019	884,26	525,82	64,9	94,3
2020	902,2	509,92	66,5	95,5
2021	914,25	498,35	67,7	96,5

Source: author`s research

It is also natural that the most urbanized are the eastern and southern coal regions of China. It is here that the middle class of the population is formed, which is the leading driver of the development of the Chinese economy. It is in this category of the population that the per capita income has increased tenfold over the past ten years (figure 2.18).

Under the background of the era of knowledge economy, the human resource development and management of enterprise resources have been greatly changed, and its characteristics are more diversified.

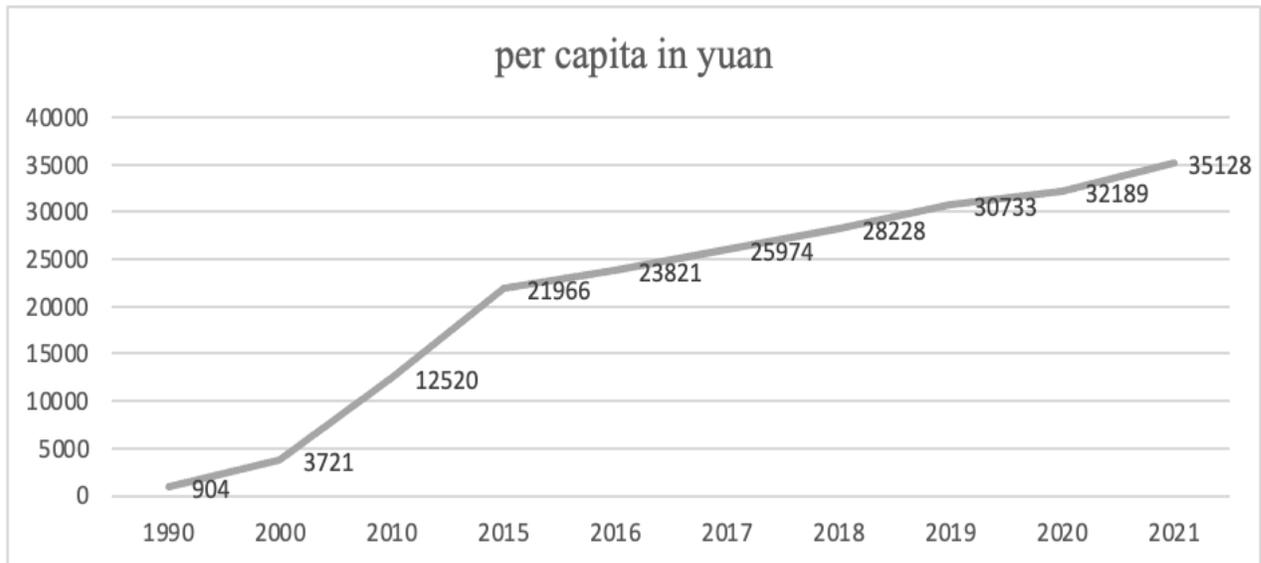


Figure 2.18 - Annual income per capita in China in 1990-2021, yuan

Source: author's research

Personnel in the enterprise are the main object of the management work. In the era of industrial economy, the labor force is the main object of the enterprise management, and its purpose is to improve the efficiency of the labor productivity and the direct value through the enterprise management.

That is why it is important to reflect the employee's contribution "to the common cause" in the form of wages. This is followed in the sector of non-state companies (Figure 2.19).

In the era of knowledge economy, great changes have also taken place, changing from labor force as the main management object to human intelligence, and the transformation of knowledge carrier and knowledge acquisition channels has also changed the focus of enterprise management, which needs to change in knowledge development, knowledge sharing, employee professional quality improvement and other content.

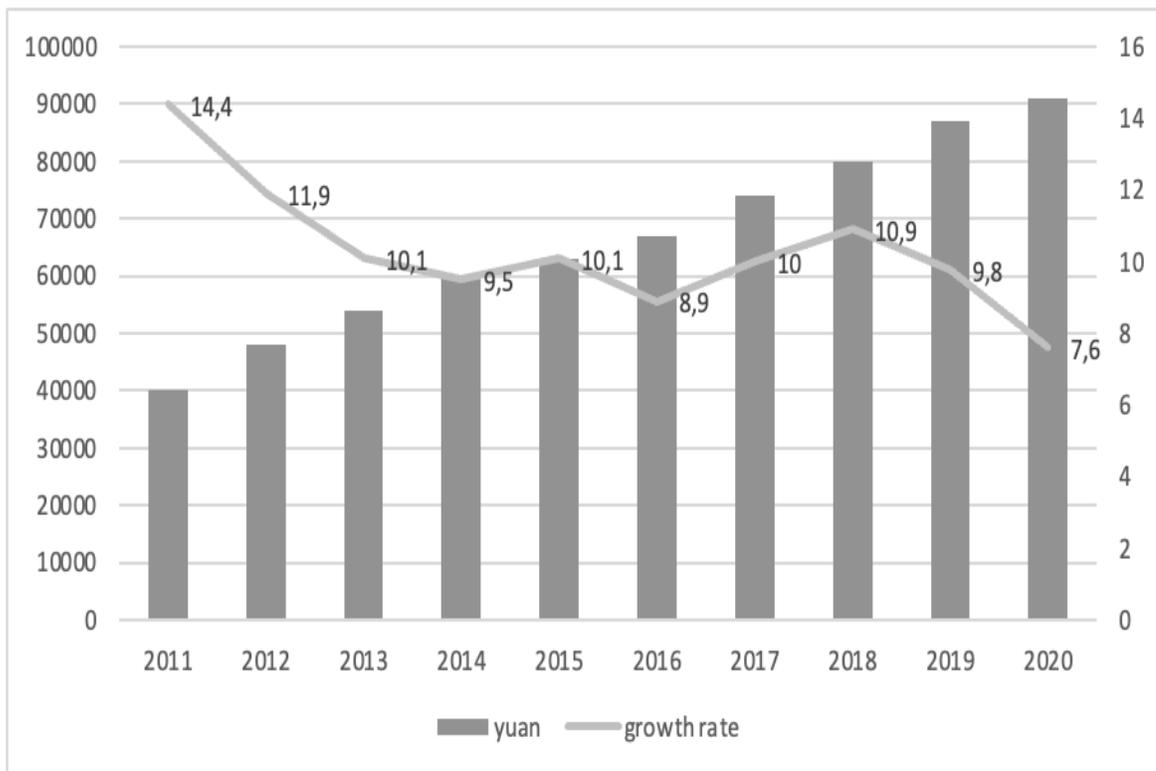


Figure 2.19 - Dynamics of salary changes of employees in non-state companies, 2011-2020 years (yuan and %)

Source: author's research

Knowledge productivity, value-added rate and innovation ability are the core of enterprise management in the era of knowledge economy (Qian Chunfeng, 2018).

Regarding the main regions of China, the distribution of wages in non-state enterprises is as follows:

Table 2.12 – Regional diversity of annual salary in Urban Non-private business, 2020 to 2019 yy.

Region	2020, yuan	2019, yuan	growth rate, %
National total	93379	90501	7,6
Eastern	112372	104069	8
Central	78193	73459	6,4
Western	88000	81954	7,4
North-eastern	77631	71721	8,2

Source: author's research

From the point of view of distribution by business category, the most profitable is work in the field of IT and Database, financial consulting, development services. The least profitable are agriculture and household services.

Knowledge economy belongs to the intelligent economy, for which the most critical factor of production is knowledge, the intellectual use of resources or industrial use of knowledge, the core is the innovation ability, the stronger the talent strength, the stronger the competitiveness of the enterprise will be. Therefore, enterprises should pay great attention to the scientific development of human resources; do a good job in talent training, to ensure that the potential of talents can be fully tapped. While the pace of economic globalization is accelerating, the flow of talents is also accelerating. For enterprises, the development and introduction of talents is certainly important, but it is more important to leave talents, so the management aspect must also be implemented in place.

Internet technology has promoted the modernization development of enterprises, and the Internet is becoming more and more mature as a marketing medium. As the core management organization of an enterprise, human resource management is the core competitiveness of an enterprise. In the new period, the Internet and human resource management can be combined to give full play to the competitive advantage. It can not only strengthen the quality and efficiency of human resource management, but also innovate the management mode of enterprise human resource. Annual salary in non-state business by sectors, 2020 to 2019 yy. in Table 2.13.

Many enterprises human resources management departments lack innovative ideas in recruitment, only listen to superior arrangements, do not combine with the actual situation of the enterprise, or lack of reference data, cannot think from the overall strategic perspective of the company's development, resulting in imperfect recruitment planning, Job mismatch and other issues. In terms of enterprise decision-making, some enterprises do not make good use of Internet big data and technical

support for decision-making management, or because of insufficient technical support, or because of the lack of corresponding skills of management, do not have big data thinking, management effect is not good (Guo Shuoxuan, 2021).

Table 2.13 – Annual salary in non-state business by sectors, 2020 to 2019 yy.

Sectors	2020 (yuan)	2019 (yuan)	Growth Rate (%)
Total	97379	90501	7.6
Farming, Forestry, Animal Husbandry, and Fishery	48540	39340	23.4
Mining	96674	91068	6.2
Manufacturing	82783	78147	5.9
Production and Supply of Electricity, Heat, Gas and Water	116728	107733	8.3
Construction	69986	65580	6.7
Wholesale and Retail Trades	96521	89047	8.4
Transport, Storage, and Post	100642	97050	3.7
Accommodation and Restaurants	48833	50346	-3.0
Information Transmission, Software and Information Technology Services	177544	161352	10.0
Finance	133390	131405	1.5
Real Estate	83807	80157	4.6
Renting and Leasing Activities and Business Services	92924	88190	5.4
Scientific Research and Technical Services	139851	133459	4.8
Management of Water Conservancy, Environment and Public Facilities	63914	61158	4.5
Residential Services, Repairs and Other Services	60722	60232	0.8
Education	106474	97681	9.0
Health, Social Works	115449	108903	6.0
Culture, Sports and Entertainment	112081	107708	4.1
Public Administration, Social Security and Social Organization	104487	94369	10.7

Source: author's research

In the information age, the biggest challenge facing the enterprise human resource management department is the collation of Internet information.

In practical work, many people are difficult to adapt to the work mode closely combined with the use of the Internet (Sun Wei, 2020).

This makes it difficult for enterprises to manage "cloud operation ", work efficiency is not high. Some employees are not proficient in the application of computer work software, and the feedback of relevant information issued by enterprises and cross-departmental linkage information is not timely, which can not realize the quality of internal efficient management.

Table 2.14 – Salary diversity by registration status of non-state business, 2020 to 2019

Registration Status	2020 (yuan)	2019 (yuan)	Growth Rate (%)
Total	97379	90501	7.6
State-owned Enterprises	108132	98899	9.3
Collective-owned Enterprises	68590	62612	9.5
Limited Liability Corporations	84439	79515	6.2
Share-holding Corporation Ltd.	108583	103087	5.3
Funds from Hong Kong, Macao and Taiwan	100155	91304	9.7
Foreign Investment	112089	106604	5.1
Others	74399	72494	2.6

Source: author`s research

Many enterprises pay less attention to the use of Internet technology in management and fail to make full use of the convenience of the Internet to improve efficiency. The company's rules and regulations do not have convenient search channels, not well published through the website, WeChat public number and other Internet media, resulting in even if there are written rules and regulations, but in the daily work did not play a guiding and warning role.

The internal control system of many enterprises still follows the traditional mode, does not make good use of the modern network management means and the way in time, causes the system execution efficiency to be low, the on-line displays the internal control and the supervision function effect is not good.

In the world, human resources are one of the most important factors of development. A number of scientists note that several historical megatrends will fundamentally change world realities in the coming decades, namely: the demographic weight of developed countries will decrease by 25%, which will cause a redistribution of economic potential in favor of developing countries; labor resources in developed countries will significantly age, which will lead to a reduction in economic growth and an increase in the influx of immigrants; the growth of the world population will take place mainly in developing countries, including China. This can be well illustrated by the average age of the economically employed population in China with a perspective to 2070 (Figure 2.20).

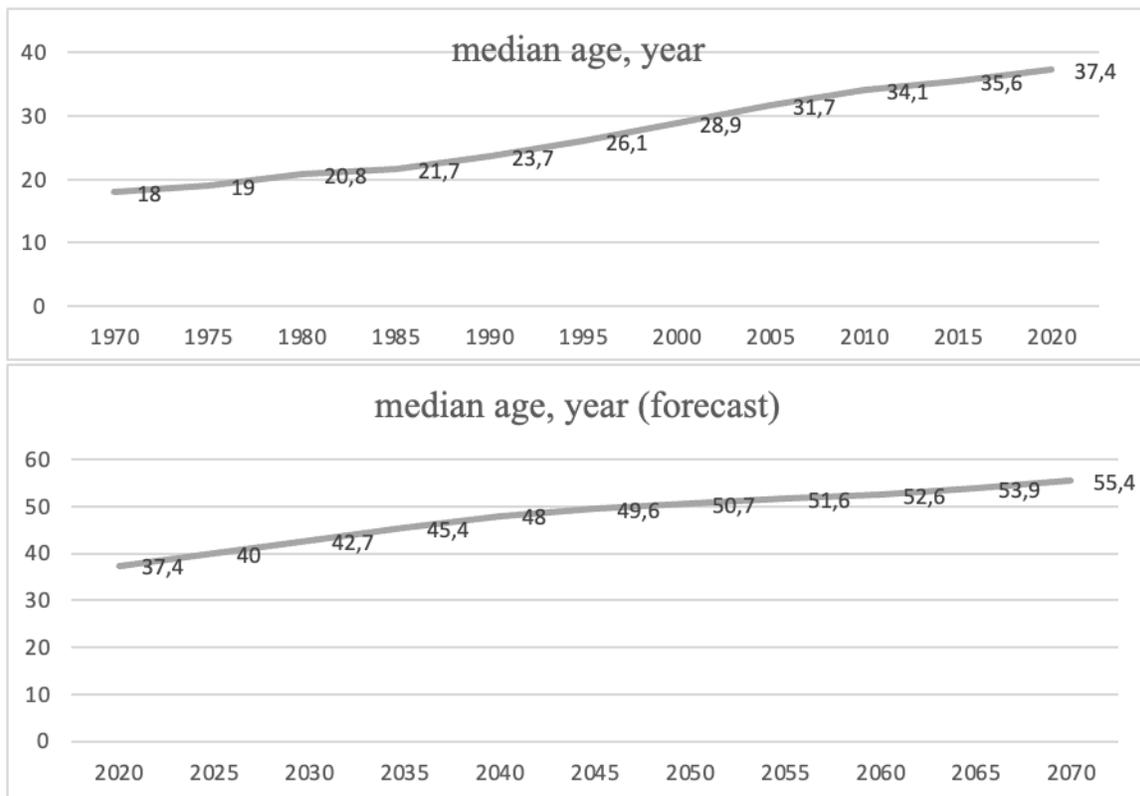


Figure 2.20 – Average age of the economically employed population in China since 1970 and with a perspective to 2070, years

Source: author`s research

As a developing economy, China faces many development challenges, one of the most pressing issues being income inequality. The income gap between rural and urban areas is twofold (about 49,500 yuan in 2021 in the city and 20,100 yuan in the countryside), which is causing social unrest in China and poses a serious threat to the dogma of the "harmonious society" proclaimed by the Communist Party. At the same time, the income per household also varies by region: in Beijing and Shanghai, it reaches 75,000 yuan, while the western provinces have an annual income of 22,000 yuan per capita.

One of the reasons for the growth of inequality among the Chinese population was the government's measures, such as: the dismantling of the state health care system and the national system of guaranteeing employment and material assistance; introduction of restrictions on rural-urban migration, as well as the impossibility for rural residents to sell or mortgage land in rural areas. In addition, in the 1990s, the National Strategy for Development and Investment Attractiveness focused mainly on China's coastal areas. This led to a growing disparity in economic power between provinces. In 1990–2003, the ratio between GDP per capita in the richest and poorest provinces increased from 7.3 to 13 times.

The biggest differences in living standards are observed between urban, coastal areas and rural, inland regions. China has a decentralized financial system based on local self-governance to fund health and education expenditures. The result of these policies is that poor villages cannot afford the high costs of health services and education. In China, municipal spending per capita in the richest province is eight times that of the poorest province. In 2009, according to the National Bureau of Statistics of the People's Republic of China, the urban annual income of \$2,525 was about three times higher than the rural annual income (Sun Wei, 2022).

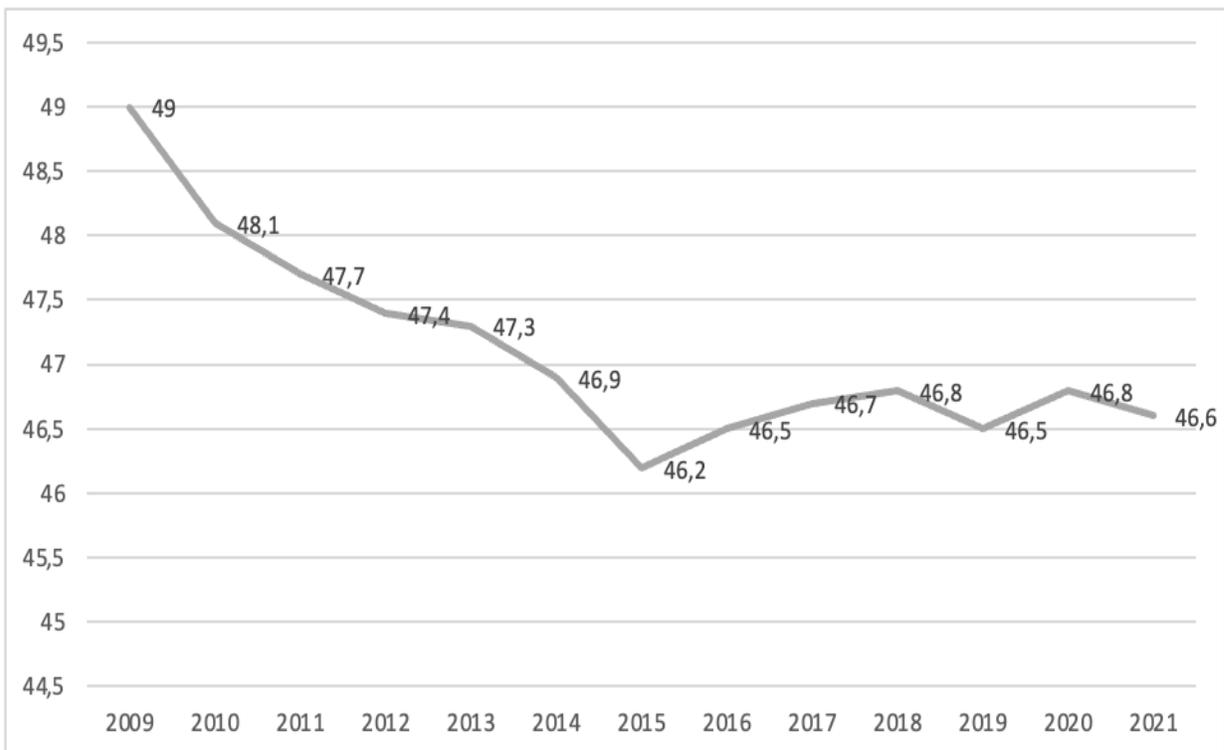


Figure 2.21 - Gini index in China in 2009-2021 years

Source: authors research

In 2011, the Chinese government introduced the "Plan for Poverty Reduction and Development in China's Rural Areas (2011-2020)" in response to new poverty reduction challenges. The plan set new goals for consolidating the already achieved results in solving the problem of food and clothing, accelerating the fight against poverty, improving the ecosystem, increasing capacity development and reducing disparities in development. The document aims to help reduce the scale of poverty in the 14 poorest districts, laying a solid foundation for achieving the national goals of building a middle-class society by 2020.

In general, we see disparities in the socio-economic development of human resources by region and country. The eastern region is the most developed, and the western region is the least developed. This is related to the structural features of economic development and the territorial location of enterprises of various types of business. For example, all major universities are located in the eastern part. In addition, large metropolises and business centers are concentrated in the eastern part.

On the other hand, the western part of the country is characterized by the presence of enterprises of the raw materials sector (mining of natural minerals, agriculture) and heavy engineering and metallurgy. All these are factors of uneven socio-economic development of human resources and personnel of enterprises in particular

Table 2.15 - General indexes of social-economic development of human resources in China in 2021

Index	Eastern	Central	Western	North-eastern	National
Human potential development index	82,5	80,4	79,5	79,7	79,8
Level of education of the adult population,%					
- men	88,3	84,2	85,2	82,5	84,7
- women	79,5	71,6	72,5	70,5	75,0
Share of the population below the absolute poverty line (\$2 per day per person),%	3,3	4,3	5,9	7,2	4,7
Gini index	41,5	47,5	44,7	49,3	46,6

Source: authors research

In general, we see disparities in the socio-economic development of human resources by region and country. The eastern region is the most developed, and the western region is the least developed. This is related to the structural features of economic development and the territorial location of enterprises of various types of business. For example, all major universities are located in the eastern part. In addition, large metropolises and business centers are concentrated in the eastern part. On the other hand, the western part of the country is characterized by the presence of enterprises of the raw materials sector (mining of natural minerals, agriculture) and heavy engineering and metallurgy. All these are factors of uneven socio-economic development of human resources and personnel of enterprises in particular.

In addition, the impact of technological change on talent competitiveness confirms that despite the tendency for jobs at all levels to be displaced by machines, technology is also creating new opportunities. The main skills that are the key to success are the ability to work both with new technologies and with people, flexibility and cooperation.

For confirmation, we will calculate the talent competitiveness index, which is calculated on the basis of the arithmetic average of six criteria: market and regulatory conditions in the labor market; chances for career growth; opportunities for employers to attract talent from around the world (Talent Attraction Index); the ability to retain qualified personnel; production skills of employees and global knowledge (table 2.16).

Table 2.16 - Talent Competitiveness Index by Region of China in 2021

Index	Eastern region	Central region	Western region	North-eastern region	National
Market and regulatory possibilities of job search	91	103	99	96	97,25
Talent attraction index	97	94	98	105	98,5
Chances for career growth	72	64	66	68	67,5
Talent retention index or the ability to retain qualified personnel	56	54	58	66	58,5
Production skills of employees	40	44	66	45	48,75
Global knowledge	61	53	42	37	48,25
GI competitiveness of talents	69	67	61	63	65

Source: authors research by <https://gtcistudy.com/wp-content/uploads/2021/01/GTCI-2021-Report.pdf>

As we can see, the indicators of the "global knowledge" criterion characterize China as a country with significant human resources potential. It is the highest in the east due to the highest concentration of students, and the "manufacturing skills" indicator is the highest in the west, because the entire process of producing goods is concentrated there.

CITIC Limited, a multi-holding company from TOP-50 China, took a systematic approach to evaluate the effectiveness of personnel development. Thus, it

was found that it is important for a manager (HR-manager) to predict the results of staff training. Attention is focused on factors determining learning outcomes. The effectiveness of employees is influenced by such characteristics as age, education, previous facts of participation in training programs, ability to assimilate knowledge and motivation. The correct construction of the structure of the personnel development program usually determines the effectiveness of the training, but the effectiveness of the trainees has a direct effect on the knowledge and behavior as its result.

The substantiation of the composition of personnel management efficiency indicators reflecting the final results of the social development of the enterprise is quite relevant.

A very important task at every enterprise is the study of indicators that characterize the impact of personnel development programs on the effectiveness of personnel activities, as well as its impact on increasing labor productivity and the competitiveness of the enterprise.

For example, the effect of the staff development program on increasing labor productivity and improving the quality of goods, according to the methodology used in the Chinese company "CITIC Limited", can be determined by the formula:

$$E = P \times N \times V \times K - N \times Z \quad (2.2)$$

where P - is the duration of the program's impact on labor productivity and other productivity factors;

N - the number of employees who have undergone training;

V - value assessment of the difference in labor productivity of the best and average employees performing the same work;

K - is a coefficient characterizing the effect of personnel training (increase in productivity);

Z - is the cost of training one employee.

The effectiveness of personnel development should also be evaluated taking into account all stages of activity planning regarding the training of personnel of enterprises and organizations, tasks of planning activities regarding the training of personnel of enterprises and organizations (table 2.17).

Table 2.17 - Effect of the staff development program on increasing labor productivity and improving the quality of goods in the Chinese company "CITIC Limited"

2019					
P = 26	N = 341	V=1033,45	K=1,13	N = 341	Z = 1022,12
E = 10005158,6 yuan					
2020					
P = 42	N = 689	V = 2566,90	K = 1,16	N = 341	Z = 1459,7
E = 73162210,1 yuan					
2021					
N = 50	N = 1256	V = 4109,67	K = 1,19	N = 1256	Z = 1951,32
E = 304673001,0 yuan					

Source: author`s research

The calculation proved that upgrading the skills of one employee of an international multi-disciplinary company allows you to receive from 29340.64 yuan to 242574.045 yuan of additional income, depending on the duration of training and the amount of money invested in additional training of a specialist.

So, 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.

Even if the company manages to find the "ideal employee", he will still need time to gain experience, get to know the team, and learn all the nuances of work.

Every hour spent training a new employee is time the professional could have spent working, directly earning the company money. If you already have an excellent specialist, investing in his future is much more logical than replacing him with another employee.

The business saves a great deal on the cost of training employees, since no time is spent on searching and hiring. And it is much easier and more profitable to develop those who already work in the company.

Conclusions to the Chapter 2

The management of socio-economic development is one of the determining factors of ensuring the stable development of the state in general, and achieving the optimal indicator of the development of the personnel of enterprises should be considered as the primary interest of management at all levels, a prerequisite and, at the same time, a result of successful business operation.

Due to the high share of Chinese citizens in the total population of the world, in this country has formed an imbalance between the surplus of labor resources and the shortage of jobs, which creates certain problems of a socio-economic nature. Since the 60s of the 20th century, a purposeful demographic policy has been implemented in the country, which has its own effective consequences: the natural increase of the population has decreased by three times, which has improved the general indicators of the country's socio-economic development. Instead, it has made it possible to significantly increase the professional and educational level of China's labor resources over the past 30 years: its own education system is developing, the government of the People's Republic of China made a bet on the education of young people in Japan and the USA in order to improve the quality of life of the population and the level of their wages in the market, because now a surplus in the labor market allows wages to be

kept low. The structure of employment has also fundamentally changed. Millions of people moved from agriculture to industry, construction and the service sector: the number of people working in the city increased almost 8.5 times, and in the countryside - only 2.7 times.

Everything points to the fact that China can surpass the USA in terms of its development and become a world leader. Instead, the following gains in economic progress have come at a high price: damaged ecology, social inequality, disparities in the labor market, etc.

Important features of the Chinese economy are its geographical size and population, which constitutes a huge potential for socio-economic development. In the future competition of enterprises, personnel management is a key link. The rapid development of the fourth scientific and technological revolution of the application of big data, cloud computing, blockchain, 5G and other technologies makes the digitalization of human resources management more and more obvious. Therefore, the main task of the dissertation was to analyze the new characteristics of the management of the socio-economic development of the personnel of enterprises, identify possible problems and propose solutions to implement innovative and benign development of human resources management in the era of new technologies.

Thus, were revealed disproportions in the socio-economic development of human resources by region and country. The eastern region is the most developed, the western region is the least developed. Such an imbalance arose due to the peculiarities of the location of business territorially in the provinces of China. For example, the east of the country is the flagship of educational activity, the main universities are concentrated here. In addition, large metropolises and business centers are concentrated in the eastern part. On the other hand, in the western provinces are concentrated enterprises of raw material-important branches of the economy: mining of natural minerals, agriculture, heavy engineering and metallurgy. All these are

factors of uneven social and economic development of human resources and personnel of enterprises in particular.

On the other hand, technological progress has a very strong influence on the labor market. Due to the substantial replacement of workers by machines in the workplace, the competitiveness of talent should increase all the time. But the indisputable advantage of human resources in any production is the ability to cooperate, the use of soft skills, flexibility in work.

When forming the development system of personnel management, 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. After the modification, we 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.

CHAPTER 3

CONCEPTUAL TECHNIQUES OF SOCIAL-ECONOMIC PERSONNEL DEVELOPMENT IN CHINA

3.1. Innovative thinking of personnel development management at enterprises in China

The new stage of reforming the economy of the People's Republic of China is the systematic modernization and development of innovations, which involves the spread of innovative technologies and the growth of trends towards the intellectualization of labor. This, in turn, determines the need to find acceptable and alternative methods of motivating personnel, changing the forms of involving personnel in work, improving the management system of talented employees, etc. The task is to supplement material incentives for talented employees with social incentives. In order for the staff to take the initiative and propose innovations, it is necessary to stimulate creative activity and develop talents. For this, it is necessary to develop a system of motivation for innovative activity - to encourage the realization of values, to work on moral and material encouragement, to identify reserves of the creative potential of personnel and to transform it into human capital.

Thus, for the effective motivation of personnel as a basis for building effective socio-economic development of the enterprise, it is necessary to supplement traditional HR methods with new principles in accordance with the strategy and corporate culture. A high level of wages, working conditions (active use of flexible work schedule, creation of opportunities for talented employees for development, internships and other types of training), social contacts, active cooperation in teams and creative groups, creativity, etc. are important.

We conducted a survey of 160 enterprises of various industries and sizes on the questions indicated in the form on the diagram (Figure 3.1).



Figure 3.1. – Main problems and lacks in the company's HR policy

Source: author's research

Consequently, a lack of talented employees at enterprises was revealed due to the lack of a comprehensive system of motivation and development of talents: financial, material, managerial. In addition. Talent management is not a priority of the company's HR policy due to managers' misunderstanding of its necessity. It is necessary to create working conditions in which the employee would feel his significance, aware of his own contribution to the socio-economic development of the enterprise. Staff motivation can be effective if the best HR-methods of material and non-material stimulation are used.

Analyzing the situation in HR, the main strengths and weaknesses in talent management in enterprises were structured, as well as the opportunities and cautions in this process were identified, taking into account the influence of factors of the external and internal environment, which is quite specific for China (Figure 3.2).

On that step would only count the strengths (S), weaknesses (W), threats (T) and opportunities (O) of of talent management in HR strategy, typically for Chinese enterprise. Later in that chapter will build the correlation SWOT – matrix.

<p>Strengths</p> <ul style="list-style-type: none"> - there is great competition between existing and potential practitioners (S₁) - a wide range of age categories of practitioners (S₂) - high level of automation of work processes (S₃) 	<p>Weaknesses</p> <ul style="list-style-type: none"> - old ideas (W₁) - scientific recruitment (W₂) - system`s backward (W₃) - insufficient attention to the human resources development and management of enterprises (W₄)
<p>Opportunities</p> <ul style="list-style-type: none"> - innovate talent selection methods (O₁) - accurate and rigorous management of personnel files (O₂) - intelligent devices facilitate dynamic management (O₃) - digital tools are high-speed and efficient (O₄) - talent training is more scientific (O₅) 	<p>Threats</p> <ul style="list-style-type: none"> - detrimental to the inheritance of corporate culture (T₁) - intelligent human resource management personnel are not highly skilled (T₂) - possible invasion of personal privacy (T₃)

Figure 3.2 – SWOT-analyses of talent management in HR strategy

Source: author`s research

One of the results of the analysis can be a plan for correcting the identified shortcomings in the work of the service. At the same time, the plan can be both evolutionary and providing for a gradual change in the work of the service, and revolutionary, thanks to the implementation of which there is a significant change in the work of the personnel service - up to the transition to the outsourcing of part of the business processes.

So, starting from existing problems in enterprise human resources development and management (the Weaknesses).

Old ideas. Enterprises have insufficient understanding of the role of human resources, so they do not pay enough attention to the development and management. Especially for small and medium-sized enterprises, they become formalized in

recruitment and assessment, which leads to the lack of personnel selection and demand, and thus their talent competitiveness will be greatly weakened. Lack of fairness in talent selection and management.

Recruitment link is not scientific. For any enterprise, scientific recruitment and reasonable training are very important. As long as a scientific recruitment process is formulated, the talents introduced can effectively meet the needs of enterprises. If the recruitment system is not scientific, but only introduces talents according to their own preferences, and not considering the development goals of the enterprise, it will make it difficult to achieve the development goals of the enterprise, and even face the risk of bankruptcy. The human capital department does not make a rational analysis of the positions, but participates in the recruitment activities, which will cause great obstacles to the subsequent management and cannot achieve the purpose of scientific selection and appointment (Qian Yongli, 2020).

The system is backward. Enterprise managers or HR-managers do not have a correct understanding of the importance of human capital development and management, but only pay attention to the immediate interests, and do not consider the long-term development problems. At present, the management system adopted by most enterprises is still in the past, not combined with the development of The Times, the establishment of a modern system, not only pays very low attention to human capital development and management, but also has a serious lack of capital investment, which makes it difficult for enterprises to introduce new blood, and there are great obstacles to achieve better development.

Insufficient attention to the human resources development and management of enterprises. Poor execution is a major defect of human resource development and management. Employees' literacy is generally low. Many enterprises do not care about the personal development of employees, do not cooperate with employees to make development plans, and do not pay attention to the human resource department, resulting in great obstacles to the development of the

human resource department. The lack of professional equipment in human resource management, relatively low salary and no professional team in universities result in the failure of the human resource department to play its due role and hinder the development of enterprises (Qiao Xiurong, 2019).

In the future competition of enterprises, human resource management is a very key link. With the rapid development of the fourth scientific and technological revolution, the application of big data, cloud computing, block chain, 5G and other technologies has made the digitalization of human resource management increasingly obvious. In this PhD thesis were analyzed the new characteristics of human resource management development, discusses the possible problems and solutions, in order to realize the innovation and benign development of human resource management in the new technology era. That characteristic such as intelligentization of human resource management in the era of new technology were described in SWOT-table as Opportunities.

Human resource management from the human allocation in the agricultural society to the "scientific management" in the modern industrial era, technological changes constantly innovate human resource management technology, now, artificial intelligence, big data, block chain and other high-tech human resource management toward the direction of intelligent development.

- **Innovate talent selection methods.** Big data to provide a more broad platform for the recruitment work, through various channels to release the recruitment requirements in terms of classification, classification management, improve the process of selecting and appointing talent systematization and standardization, can efficient to find more candidates and its related information, make the image more vivid of candidates, is advantageous to the enterprise to realize precise "post match".

- **Accurate and rigorous management of personnel files.** Blockchain is the most subversive technology product in the network underlying architecture in the era of new technology. The combination of block chain and personnel file management

can solve problems such as files are easy to be lost, destroyed, tampered with, difficult to replace, and long transmission cycle, ensuring the uniqueness and reliability of personnel information sources.

- **Intelligent devices facilitate dynamic management.** The face recognition attendance mode adopted by enterprises will gradually replace "punch in" and "brush fingerprint" and other attendance modes, and change static attendance to dynamic grasp, avoiding the phenomenon of false check-in instead of punch in, fingerprint film brush. With the distribution of smart glasses, smart bracelets, digital brooches and other portable wearable devices with positioning, monitoring, recording and transmission functions, employees' working process and attitude can be supervised and managed, and passive human resource management can be replaced by proactive and forward-looking operation and planning.

- **Digital tools are high-speed and efficient.** In 2020, COVID-19 broke out in many countries, and quarantine measures boosted the rapid development of remote video and visual performance. 5G networks and intelligent conference platforms provided conditions for digital and virtual collaborative communication. Cross-regional decision-making meetings, remote office, co-transmission of documents, virtual display and other work, greatly promote the work efficiency of cross-regional enterprises and institutions, but also save the cost of human resources, to achieve high-speed collaborative communication.

- **Talent training is more scientific.** The use of digital tools, such as online MOOCs, auxiliary eyepieces and panoramic presentations, has made human resource training more convenient and efficient, breaking through many traditional restrictions. The human resources department collects and processes all kinds of data of employees in the training process in a timely manner, and distributes the relevant information of employees to the employing department, so as to provide effective data support for strengthening the department's appeal for employees' career development and making up for the shortcomings of professional skills.

Shown innovations brought challenges of rapid application of new technologies to human resource management. Artificial intelligence, big data, block chain and other technologies have been widely applied in the field of human resource management, bringing efficient, accurate and scientific development momentum to human resource management. However, the imperfection, uncertainty and excessive application of new technologies may also make human resource management face challenges. So were singled out the threats of HR-policy in personnel management:

- **Possible invasion of personal privacy.** Human resource management in the digital age has acquired a wealth of information. Some information involving personal privacy may be monitored and tracked by intelligent human resource management system, which may lead to the abuse and theft of personal privacy, resulting in the risk of privacy disclosure.

- **It may be detrimental to the inheritance of corporate culture.** The application of new technology may lead to the idea of technology-based human resource management. Deviate from "humanized management" and "people-oriented" human resource management purport, so that they fall into the negative consequences of technological fragmentation of collective culture.

- **Intelligent human resource management personnel are not highly skilled.** The fundamental purpose of technology innovation and application is to save manpower cost and realize automatic and accurate management. It is necessary to comprehensively master the intelligent human resource management of compound talents, otherwise, excessive use of technology will make human resource management virtual indicators, digital, graphical problems.

Based on this were proposed countermeasures for the application of new technology in human resource management, faced with new opportunities and challenges in the era of new technology, enterprises should pay more attention to the sharing and security of human resource data and promote the high-speed, healthy and sustainable development of human resource management in the new era.

- Attach importance to technological breakthroughs

Technology is the biggest driver of human resources management innovation, the digital age must be from a technical point for human resource management efficiency breach, changes the traditional human resource management ways and means of cultivating learning and using high and new technology of human resource management culture, improve human resources management technology application level and recognition

- Establish a sound legal system

Perfecting the legal system is the most effective means to solve the problem of "crossing boundaries" of human resource management in the application of new technologies. Relevant departments should conduct in-depth research and formulate guidance documents, management regulations and laws in view of problems such as excessive regulation, privacy disclosure and data discrimination, so as to ensure the "fairness and security" of human resource management in the new technology era.

- Vigorously cultivate talent teams

Future technological development cannot be separated from human intelligence, and human resource management cannot be separated from human control. Therefore, the social demand for high-quality human resource management team will be more intense. New technology era, human resources management should not only attach importance to the role of technology and scale, more want to focus on the management of talent comprehensive ability, realizes the person and intelligent system coordination and builds interdisciplinary talents will understand technology, management team, prepares for the future of human resource management new power, new technology era of human resources management innovation and benign development. The proposed procedure for conducting a SWOT analysis can be presented as follows (Fig. 3.3):

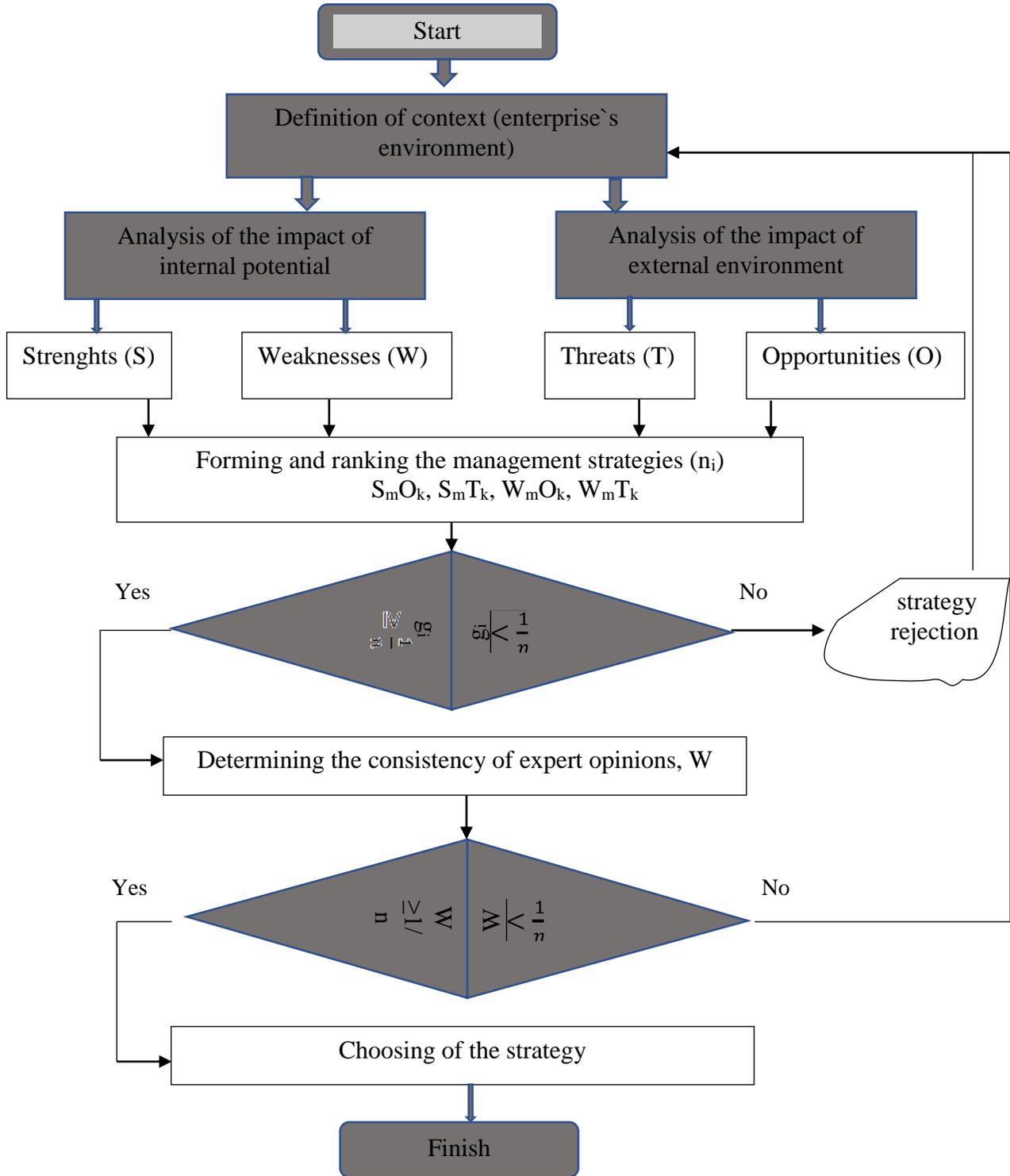


Figure 3.3 - SWOT analysis algorithm based on the statistical substantiation of its results

Source: author`s research

where

\Downarrow - independent components;

 \downarrow - depended components

So now it's time for building a correlation SWOT - matrix. Strategies are formed by sorting through all combinations of factors: strengths (S) and opportunities (O); strengths (S) and threats (T); weaknesses (W) and opportunities (O); weaknesses (W) and threats (T).

$$\begin{array}{l}
 SO = \begin{vmatrix} S_1O_1 & \dots & S_nO_1 \\ S_1O_n & \dots & S_nO_n \end{vmatrix} \\
 WO = \begin{vmatrix} W_1O_1 & \dots & W_nO_1 \\ W_1O_n & \dots & W_nO_n \end{vmatrix} \\
 SW = \begin{vmatrix} S_1W_1 & \dots & S_nW_1 \\ S_1W_n & \dots & S_nW_n \end{vmatrix} \\
 WT = \begin{vmatrix} W_1T_1 & \dots & W_nT_1 \\ W_1T_n & \dots & W_nT_n \end{vmatrix}
 \end{array} \quad (3.1)$$

The formation of a group of experts should be understood as a group of people, each of whom independently investigates the phenomenon under study and the influence of factors on it: external threats and opportunities, internal strengths and weaknesses of the object (table 3.1).

Table 3.1 – Correlation matrix of SWOT-analyses of talent management in HR strategy in Chinese enterprises

Name of combinations of quadrants SWOT - matrix	Position numbers in combination quadrants	Strategic Opportunities
Field of Strengths and Opportunities (SO)	S_1O_1	<i>Attach importance to technological breakthroughs</i>
	...	
	S_nO_n	
Field of Strengths and Threats (ST)	S_1T_1	<i>Vigorously cultivate talent teams</i>
	...	
	S_nT_n	
Field of Weaknesses and Opportunities (WO)	W_1O_1	<i>Establish a sound legal system</i>
	...	
	W_nO_n	
Field of Weaknesses and Threats (WT)	W_1T_1	<i>Save manpower cost and realize automatic and accurate management and personnel motivation</i>
	...	
	W_nT_n	

Source: author's research

In our version, these are managers. Systematization of all data received from members of the expert group on the problem under study will allow forming the results of the study in a four-field SWOT-matrix.

Ranking involves the assessment by experts of both a limited and an unlimited number of indicators. The evaluation of a limited number of indicators is carried out under the condition that the most important indicator is designated by the rank $R = 1$, and the least significant by the rank $R = n$, where n is the number of indicators. If the expert considers several indicators to be equivalent, then they are assigned the same ranks (related ranks), the value of which is calculated by the formula

$$R = \frac{n_i + n_{i+1}}{k} \quad (3.2)$$

where n_i, n_{i+1} are the places of rank estimates in their sequential arrangement;
 k is the number of places with equivalent indicators.

When evaluating an unlimited number of indicators, each expert can set his own set of studied parameters. In this case, the number of indicators for experts may not be the same. It is believed that the indicators to which the expert did not give a rating will have the same worst rank, and with one missing rating, he is assigned the rank $R = n$, with two - $R = n - 0.5$; with three - $R = n - 1$, etc.

Next calculate the weighting coefficient of each strategy according to the formula

$$g_i = \frac{mn - S_1}{0,5mn(n-1)} \quad (3.3)$$

where g_i is the weight coefficient;

m is the number of experts;

n is the number of identified strategies;

S_i is the sum of experts' ratings for each indicator.

Calculate of significant weight coefficients according to the formula

$$\overline{g_i} > 1/n \quad (3.4)$$

Next - determination of the Kendall (Kremer, 2020) concordance coefficient, which makes it possible to assess the consistency of expert opinion, according to the formula

$$\overline{W} = \frac{12 \sum_{i=1}^n (S_i - S)}{m^2(n^3 - n) - m \sum_{j=1}^m T_j} \quad (3.5)$$

where S_i is the sum of expert rankings for each indicator;

S is the average sum of ranks for all indicators, calculated by the formula

$$\overline{S} = \frac{1}{n} \sum_{i=1}^n S_i = 0.5m(n + 1) \quad (3.6)$$

where m is the number of experts;

n is the number of indicators;

T_j is the similarity indicator, calculated by the formula

$$\overline{T_j} = \sum_{j=1}^u (l_j^3 - l_j) \quad (3.7)$$

where l_j is the number of ratings with the same rank for the j -th expert; u is the number of rank groups with the same ratings for the j -th expert.

The introduction of a specific factor into the structure of the SWOT matrix is based on the results of a joint, open discussion of experts and requires agreement with the opinion of the group, which can be influenced by the authority of the head or its individual members.

The method is analytical, descriptive, there are practically no formalization methods when assessing the choice of strategies to minimize threats or use development opportunities, which is not able to provide a quantitative measurement of forecast options and alternative actions.

With a large number of causal factors in the matrix, the reliability of assessing their influence decreases. Obviously, experts are not always able to assess the place of some of the factors in the structure of the matrix, in particular, due to the equivalence, in their opinion, of the impact on the final result. Often, experts are forced to artificially underestimate or exaggerate the significance of a factor in the structure of the matrix, thereby introducing errors into its assessment.

For the convenience of data processing, all calculations are summarized in a table (Table 3.2).

Table 3.2 - Ranking of the choice of strategies for socio-economic development of personnel at enterprises in China

m/n	n_1	n_2	n_3	ΣR_i	T_j
	S_1O_1	S_1O_2	W_2O_5	...	S_1T_2	W_2T_3	S_3O_2		
S_i	37	16,2	10,6	...	19,3	34,4	67	0,653	66
$S_i - S$	1	-29,6	-33,5	...	-33	-5,6	31	0,611	
$(S_i - S)^2$	1	522,3	754,3	...	598	19,7		0,781	
W = 0,811									
$g_i = 0,008$									
$g'_i = 0,0001$									

Source: author's research

The agreement of experts' opinions is considered acceptable if the value of the concordance coefficient $W \geq 0.6$ and is statistically significant with a confidence level $P = 1 - \alpha$. In our case, $W = 0.811 > 0.6$, which satisfies the established requirements.

If the opinion of the experts is not agreed upon, then the SWOT analysis was performed incorrectly and requires re-investigation and construction.

As a result of the analysis, four significant strategies were identified (S_1O_2 , W_2O_5 , S_1T_2 , W_2T_3), which have a priority impact on the process under study. At the same time, according to the results of the evaluation, the strategy with the highest weight among them is selected. In our case, such a strategy is W_2O_5 - the use of innovative technologies of the industry in order to overcome the consequences of the lack of statistically valid methods in the personnel department that reduce the risks of recruitment processes.

The results obtained allow us to conclude that the proposed procedure for conducting a SWOT analysis of processes in the organization's quality management system allows us to more correctly identify the priority strategies for its development based on the statistical justification for their choice.

Thus, we put forward some suggestions to strengthen human resource management in order to provide theoretical guidance for the good development of human resource management at enterprises.

1. Application of new technologies

1.1. Effective application of big data technology

Enterprise human resources management staff, using Internet information technology, big data technology and other convenient enterprises to collect and organize their own information, through information processing and analysis research, combined with enterprise development, judging actual employment demand, post salary and treatment, etc. Human resources management staff can also use big data technology and Internet technology to collect and analyze customer information and obtain more convincing conclusions.

1.2. Application of modern office technology

During the period of development, the enterprise can optimize the structure of human resource management organization, perfect the management mechanism and improve the office quality of the enterprise by using computer technology to realize office automation and combining automation technology with digital technology.

Many enterprises introduce automation technology to carry out human resources supervision, effective monitoring, timely feedback, effective problem solving, and strengthen management efficiency. In addition, through the construction of virtual office network system, the establishment of automation system and the development of online communication, enterprises can remind information to ensure the smooth and real-time communication. Enterprises can also use management software and systems to assist management.

2. Recommendations for innovative management

2.1. Team building

In the construction of human resource team, enterprises should attach importance to the development of talents, respect the law of talent development, and actively implement the training and training of talents. Make clear the enterprise development goal and orientation, combine the actual demand of the enterprise, carry on the pertinence training in the staff's professional skill and the comprehensive quality, optimize the team structure and the construction. With the help of the Internet, according to the different basis of employees and different job needs, categories and levels of regular and improved training activities. At the same time, attach importance to corporate culture construction and publicity, retain talent.

2.2. Development of employee-consumer value models

The rapid development of the Internet makes communication wide and convenient. The communication between various levels is closely related, the employee is not only the employee, but also can become the customer of the enterprise, the employee of the same customer has higher loyalty and participation to the enterprise. For enterprise product optimization and upgrading, market feedback to form a more powerful information feedback and product change channels.

2.3. Scientific management and employee motivation

The relationship between enterprises and employees, the hierarchy between employees and managers will be weakened with the arrival of the Internet. Using the

advantages of the Internet, let employees and enterprises to help each other, employees also know their own positioning, together to make efforts for the development of enterprises, have a positive thinking. At the same time, enterprises should also identify with the value of employees, reward the talents who have an important role, and affirm their ability, so as to achieve a positive, harmonious and progressive cooperative relationship between employees and enterprises.

With the advent of 5G era, with the help of big data technology and the Internet, intelligent and automated office can be realized to make communication more convenient and faster, which will break the traditional management structure and bring challenges. With the rapid spread of information, big data presents customers' preferences and needs. Enterprises can refer to big data to lay a good foundation for their long-term development. This has also brought great convenience to the recruitment of enterprises. The data-oriented management of employees and the independent management mode of enterprises require the development concept of seeking common benefits for employees and customers, to ensure the sustainable development of enterprises.

3.2. Talent motivation as a method of socio-economic development of personnel management

As a rule, company managers use a system of incentives that have a short-term impact on the employee and provide a short-term effect, which, in our opinion, is due to:

1) human needs, both material and non-material (needs tend to grow, so it is almost impossible to satisfy them completely by 100%; as soon as a person begins to receive more, the needs immediately increase);

2) habit (this mechanism does not allow a person to enjoy certain benefits for a long time; if an employee constantly raises wages, praises or, conversely, expresses dissatisfaction, after a while these phenomena will become commonplace for him, and he will not pay attention to them).

In most cases, employees themselves choose the reasons that motivate them to work at the company. They determine their needs, motives, wishes regarding positions and organization of workplaces. Because of this, it is very difficult to find the right approach for everyone and to determine an individual effective system of motivating personnel in the organization.

It is important to note that material motivation is somewhat inferior to non-material motivation. Employees consider the presence of material motivation as something that should be there and pay more and more attention to additional bonuses offered to them by the employer.

The reward system is based on the company's strategy and goals, which include measures to materially stimulate employees in the long term, since the employer cannot raise wages once and maintain this level for several years, because such motivation will not work. It is necessary to adjust the level of wages and bonuses from time to time so that employees do not get used to it and take it for granted. Also, the administration's constant increase in material incentives does not lead to good results, because motivation cannot constantly increase. It reaches a certain level, starts to decrease, and then its level rises again. This applies to both material and non-material motivation of personnel.

Each person is individual, and each person has individual needs that he wants to satisfy while working at the company. But when choosing a place of work, we do not think about all aspects of the motivation system at the enterprise, but pay attention only to those that are important for us at this moment in time in accordance with our personal and career expectations (Table 3.3).

Table 3.3 - Personal career expectations of enterprise personnel in China

Group	Short characteristic	Priorities of personnel career growth
Students and young professionals who have just graduated from an educational institution	As a rule, such people are energetic and ready for adventure, they do not always imagine the development of their career	The opportunity to try yourself in different divisions of the enterprise and find your place; the prospect of personal and career growth; increase of personal professional level; the opportunity to take the initiative and gain recognition
Young specialists with up to 3 years of work experience	These people are more ambitious and their goal is career growth; they already have some experience in a certain job and want to try themselves in more serious matters that require	Carrying out serious tasks; decision-making; recognition the results of their work
Highly qualified specialists	This category of people has already achieved good professional results and is not in favor of changing activities; they are already thinking about the future	For them, stability, the possibility of horizontal development, and family are important; the company has a pension program, special programs aimed at obtaining appropriate benefits for the employee's family members
Young mothers	When a child appears in the family, a woman's needs and priorities change, including in terms of career	The availability of a flexible work schedule, health insurance, the availability of kindergartens from the company will be more attractive for her at this stage

Source: author`s research

This division into groups is conditional, but it is based on the psychological features of personality development as a whole and allows satisfying economic needs, desires, interests - and this is exactly what needs to be satisfied. But material motivation cannot keep employees for a long time, so the manager (HR-manager) of a small enterprise needs to remember the short-term nature of its action. In some cases, a high salary can keep an employee from leaving the company, but will not force him to give 100%.

At the same time, intangible motivation encourages employees to achieve better results in the long term, allows them to maximally reveal and realize their labor potential. It is important for an employee to know that he works where he is valued, respected, his opinion is listened to, where he is counted and allowed to feel "belong" in the team. It should be noted that non-material measures of personnel motivation do not require significant material costs from the employer.

In order to build an effective system of intangible motivation of an individual employee, it is first necessary to collect information about him. It is important for the head of a small enterprise to know what role someone else's opinion plays in the employee's self-evaluation and decision-making. The complexity of his motivation will depend on this. The role of the environment in the employee's decision-making will be determined by the type of his reference.

There are three types of reference: internal, external and mixed. Basically, a person is characterized by a mixed type, that is, the presence of two types of reference at once, but one of them prevails over the other (Fig. 3.4).

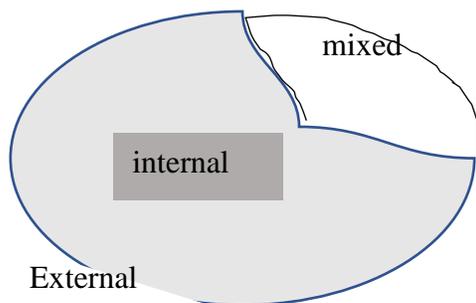


Figure 3.4 – The main types of human references

Source: author`s research

The author of this work under the type of reference understands the ratio of priority of one's own and other people's opinion when making decisions and self-esteem of a person.

In the future, we will use the opinion that if the employee has a predominant external type, then he will be more inclined to "correct" work. He will work according to instructions, will need approval of his work from the supervisor and colleagues. Such an employee will not be confident in himself, the opinion of other people about him and his work is very important to him.

Executive roles at the enterprise will suit him best. An employee with an external reference type is relatively easy to motivate, and it is just as easy to change his point of view. Therefore, in the environment of such people, there must be a leader, an authority who will be able to influence him.

If a person has an internal type, then he will be most concerned about his own thoughts and actions. It will rely on its own experience, professionalism, knowledge and skills. It is not easy to convince such a person to change his point of view, and sometimes it is not possible to do it at all.

The reason for this behavior is a high sense of responsibility and lack of fear of it. For such an employee, the right to express one's own opinion, to be involved in certain actions and situations, to independently make decisions and implement them is of great importance. This should be taken into account when developing a motivation system.

The mixed type is the most universal, in which one of the types manifests itself to a greater extent than the other.

Managers or HR-managers always create a system of motivating employees, look for the right approaches, methods of influencing employees, which could influence them as effectively as possible and force them to work highly productively. And here the question arises: why do people do something?

In the dissertation, to answer this question, it is proposed to build such a scale (Table 3.3).

Table 3.3 - Motives that motivate a person to work

Level	Motive	Characteristics
I level	Obligatority	This feeling is the strongest motive that drives a person. It depends on the contribution made by a person. The more a team member contributes, the more he likes his team. If the manager helps your subordinate to work at 100%, the stronger the sense of obligation and pride for his company will be in each of its members
II level	Interes	People who have already satisfied their basic, mostly material, needs work for interests in the first place. Therefore, at this stage, they can fully devote themselves to the completed work, which is really interesting to them. The manager, by correctly placing the advantages and values, can increase the amount of interest in work. This can be done by introducing many games to enterprises that are related to production results (and not only), and thus the speed of development of the company will increase
III level	Personal profit	People want to work where, in addition to their salary, they can receive personal benefits, such as: free accommodation, food, career growth, a short distance to the workplace, the possibility of providing a company car, etc. Managers can at their own discretion satisfy the personal needs of employees, having analyzed what personal benefit the employee wants to receive
IV level	Money	Many people go to work because they need money. Money is freedom. They mostly stand in the first place among young people, students who have so many ambitions, desires and plans, and which they would like to realize

Source: author`s research

The results of the conducted research indicate that today most managers of small enterprises pay less and less attention to the importance of wages as a means of motivating employees, and more and more importance is assigned to the compensation package. The compensation package includes both material and non-material components, so it is the most effective tool for influencing employees. In

general, mixed motivation is of great importance in the processes of stimulating personnel to highly effective activities.

And the most important point is that the compensation package ensures high competitiveness. The structure of the compensation package is shown in the table.

3.4.

Table 3.4 - The structure of the compensation package

Elements of the compensation package	Content
Benefits defined by law	Payment of basic, additional, social and other holidays, payment of sick leave
Employee health benefits	Medical insurance, life insurance, payment of lunch, gym, rest, payments in case of birth of a child
Benefits related to ensuring the comfort of employees	Payment for transport services, mobile communication, company car, housing, provision of preferential lending programs in banks for housing or personal needs
Benefits related to employee training	Payment of professional training, trainings, professional development courses, language courses
Benefits related to cultural events	Corporate events, payment for visits to theaters, concerts, exhibitions

Source: author`s research

In our opinion, the composition of the compensation package can be different, but the managers of small businesses still need to consider the individual needs of the staff. An individual approach to determining the composition of the compensation package allows you to effectively motivate employees.

In order to build an effective system of personnel motivation, taking into account the individual needs of employees at work, it is proposed to divide all employees into certain conditional groups (Table 3.5).

Table 3.5 - Conditional employee groups

Group	Share, %	Characteristics
Bonus hunters	22%	Such people want to have both material and non-material rewards. For them, payment for vacations and tourist tickets is most suitable
Home-birds	18%	For them, family is the most important thing, it is important for them to separate personal affairs and work. Therefore, a day off, an additional vacation will be their joy
Materialists	19%	They like money and everything related to it. The best motivation is valuable gifts, payment for transport services, mobile communication
Aesthetes	17%	Freedom is important to them. These are mostly people who have already achieved certain results in life and satisfied their material needs. Such people should be offered participation in trainings, exhibitions, new projects, additional hours of rest
Praise hunters	16%	The opinion of managers and employees is important to employees belonging to this group. They do not pay much attention to awards, it is more important for them to occupy a high social status. They can be offered participation in various cultural and corporate events, as well as in various contests and games
Initiators	8%	Such employees are easy to motivate because they enjoy their work. But they work well to occupy certain positions in the organization. They expect career growth. It will also not be superfluous to pay for the gym and recreation

Source: author`s research

The author of the paper believes that the following tasks can be solved with the help of a compensation package: control of personnel turnover; increasing staff motivation; increase in labor productivity; attracting the necessary employees to the company; ensuring a favorable social and psychological climate in the team; creation of a positive image of the company on the market.

The composition of the compensation package at this stage is more important for employees than wages and bonuses. And if someone offered them to switch to another company because the salary is high there, they would rather refuse.

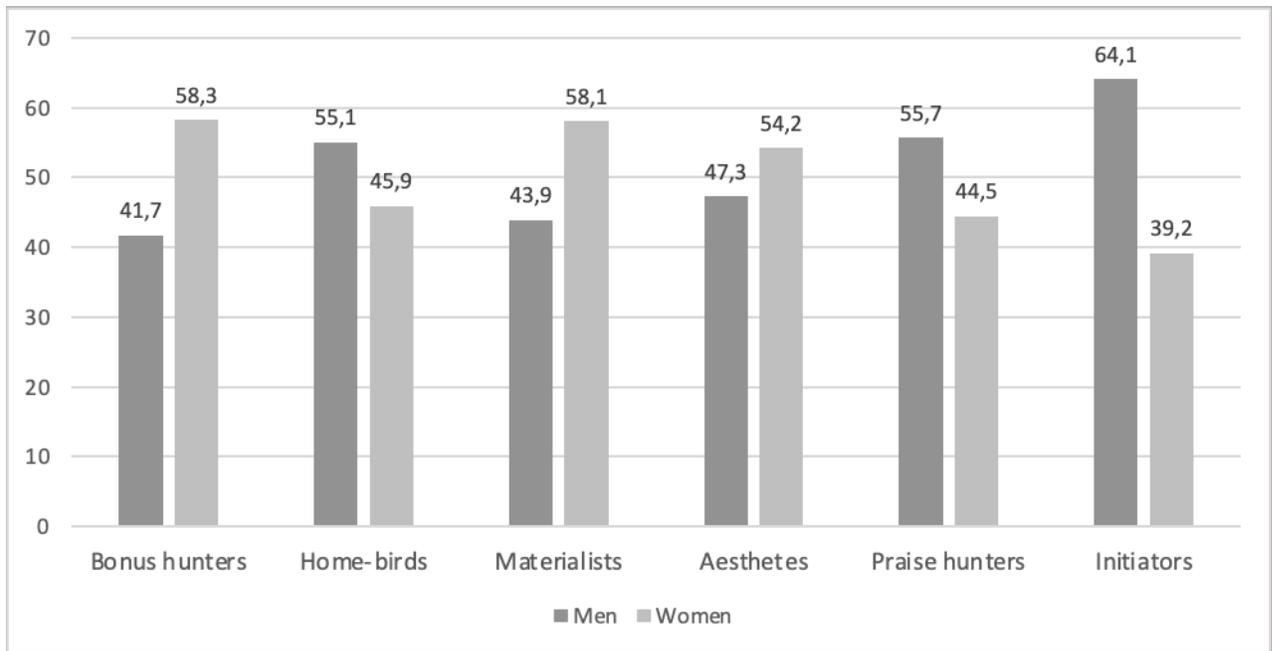


Figure 3.5 - Gender composition of conditional groups of employees in China,%

Source: author`s research

Depending on the proposed division of workers into conditional groups, it is possible to distinguish some differences between the career growth priorities of men and women (Table 3.6).

At the same time, the author claims that the staff motivation system in most enterprises operating in China is not perfect. The most common problems are:

1) specialists of the same level in different divisions receive unequal remuneration (this situation becomes possible if the motivation system of employees of small enterprises is not reviewed in case of a change in the strategic goals of the company);

2) unequal wages of employees of the same level who were hired by the company at different times;

3) most enterprises are interested in paying their employees only the minimum wages (wages corresponding to the minimum wage according to the current legislation), and not changing them in accordance with the general trends in the

development of the global labor market, which indicates that, perhaps, companies do not monitor the labor market;

4) compensation of low salaries at the expense of various allowances for the performance of direct official duties;

5) the salary system is opaque for lower-level managers and has a large number of components, which greatly complicates the process of calculating wages.

Table 3.6 - Gender priorities for career growth of enterprise personnel in China

Men	Share, %	Women
Career growth, payment of gym and lunch	13,3	Participation in cultural programs, exhibitions
Participation in cultural programs, exhibitions	11,5	Payment for transport services, mobile communication, valuable gifts
Vacation pay	19,5	Payment for rest
Participation in trainings, educational courses	33,2	Participation in trainings, educational courses
Payment for rest	13,5	Vacation pay
Payment for transport services, mobile communication, valuable gifts	9,0	Career growth, payment of gym and lunch

Source: author`s research

Such problems inhibit the development of work motivation in China, while the personnel motivation system should contribute to the improvement of the organization's performance by directing the efforts of the personnel to achieve the company's goals. There is no universal algorithm for structuring wages.

Our research allows us to conclude that the construction of an effective system of motivating the personnel of enterprises depends on many factors that affect it. The head of a small enterprise can build an effective employee motivation system and choose incentives based on their division into the following categories:

- 1) depending on the occupied position in the organization (students and young specialists who have just graduated from an educational institution; young specialists with up to 3 years of work experience; highly qualified specialists; young mothers);
- 2) depending on the type of reference (external type; internal type; mixed);
- 3) depending on the employee's personal reasons (money; personal benefit; interest; sense of duty).

When building a motivation system, the head of the enterprise should remember that it is not possible to motivate all employees in the same way. This will help him make the motivation system cost-effective.

Also, the list of incentives can include a compensation package, the role of which is very significant for employees. With the help of the compensation package, you can: control staff turnover; increase staff motivation; increase labor productivity indicators; attract the necessary employees to the company; ensure a favorable social and psychological climate in the team; create a positive image of the company on the market. In our opinion, when forming a compensation package, managers of enterprises need to take into account the individual needs of people. An individual approach to determining the composition of the compensation package helps to effectively motivate employees. For this, the head of the enterprise needs to divide all employees into certain conditional groups: bonus hunters; homemakers; materialists; aestheticians; praise hunters; the initiators etc.

Using the division of employees, the head of the enterprise can develop an individual motivation system for each employee or for a group of employees. Because it depends on the efficiency of work not only of the employee himself, but also of the entire organization as a whole.

It should be noted that the structure of the employee's compensation package should include a component that motivates the achievement of the company's goals. Encouraging employees only for individual achievements can reduce the overall economic efficiency of the enterprise.

In his dissertation, the author calls a talent an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Thus, the talent pool and talent management are based on the concept of a strategic workplace. At the same time, if initially top-level employees (top management) were considered talents as those who make the greatest contribution to the company's performance (Cascio, Al Ariss; Paauwe, 2014), today a strategic workplace can be at any point in the company depending from the company's strategic advantages and competences (Cappelli, 2008).

In China, the concept of talent management began to develop relatively recently. The introduction of the "Talent Theater" tool into the talent management system of the organization will make it possible to form a better team composition, reduce staff turnover, and increase the productivity of employees.

Practice shows that the most successful companies develop two levels of performance indicators - basic and advanced, or, in other words, minimally necessary and desirable. A similar way of setting the task in combination with a built-in management model of talented employees effectively stimulates them simultaneously with the achievement of the maximum result by the company.

The "Theater of Talents" technique is of interest here, during which theatrical performances are staged by the company's employees. Looking at such productions, HR specialists and psychologists establish the degree of giftedness of each of the participants, as well as the presence of talents in each of them when performing one or another function. At the same time, a "role matrix of talents" is developed, based on which the potential of this or that employee becomes clear, which can later serve as the basis for developing the employee's KPI when performing different functions.

At the first stage, it is important to determine the talent groups of companies that will make up the "golden talent pool" of the enterprise. Here it is important to take into account the specifics and needs of such employees of each organization.

Thus, the formed talent management procedure of the company can be presented in the form of a diagram, shown in Figure 3.6.

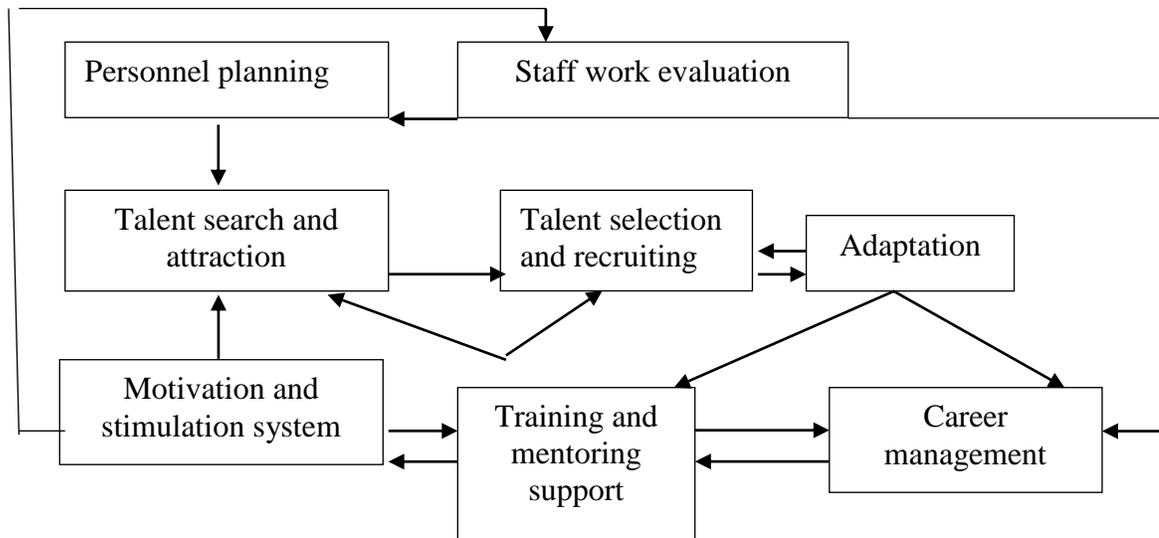


Figure 3.6 – Talent management process at enterprises in China

Source: author`s research

At the same time, the themes of the "theatrical productions" directed by the staff will differ significantly from one another. At the same time, the talent management algorithm can be presented as one for all.

The goal of talent management is targeted development of creativity, intellectualization of the employee's work, disclosure of his creative potential, effective use and reproduction of his qualities, abilities, which significantly affect the strategic socio-economic development of enterprises.

To achieve this goal, first of all, it is necessary to clearly clarify the features of managerial work in personnel management.

According to the classic scheme, there are 4 levels of personnel management (Kurina, 2020):

- Operative – personnel work dominates.
- Tactical – personnel management actually dominates.

- Strategic – human resource management dominates.
- Political – work on the development of personnel policy dominates.

Thus, it should be noted that the personnel management mechanism is a set of relationships, connections, forms and methods of influencing the personnel management process, its production, distribution and use. If we consider this aspect from the standpoint of systemic and complex approaches, the mechanism of personnel management is revealed as a single indivisible system, each element of which is determined to fulfill its goals and tasks, and at the same time, the totality of these elements expresses the content of the general process of personnel management. The functioning of this mechanism is ensured by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, 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 by a certain time.

3.3. Conceptual approaches to the formation of motivational labor policy of personnel in modern conditions

As already noted in the previous chapters of the dissertation, the process of motivation is such an influence on the worker that includes his needs, interests, desires, aspirations, goals, motivation of behavior in its scope. Taking into account that certain actions of the individual take place under motivating factors, such internal and external working conditions should be created that would fully form motivation and fully correspond to the system of social values of the employee and at the same time be aimed at the idea of sustainable development of the entire national economy.

In modern economic conditions, it is necessary to direct efforts to establish a system of labor motivation, develop conceptual approaches to the formation of motivational policies, which are determined by a person's social well-being, his well-

being, a sense of justice, that is, an individual's subjective assessment of the success of his life.

Unfortunately, the majority of surveyed workers (more than 80%) consider themselves poor every year and feel social discomfort. Despite this, the Chinese are ranked 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.

Table 3.7 - Determination dependence the level of satisfaction with the work of the company's employees

№	Factor of motivation/demotivation	Score (on a 5-point scale)	Average satisfaction index, %
1	The amount of wages	4,25	6,3
2	Individual allowance	3,82	9,7
3	Awards based on the results of the work of the department, the enterprise	3,53	20,4
4	Interest-free loans for the purchase of a building or a car	3,53	22,3
5	% of product sales	3,50	18,9
6	Medical Insurance	3,48	16,9
7	Professional development at the expense of the enterprise	3,20	13,6
8	Financial aid	3,09	10,0
9	Free food	3,06	3,7
10	Provision of a company car	2,56	5,7
11	Mobile Communication	2,09	15,2
12	Career growth	3,55	15,5
13	Creation of a pleasant working climate	3,85	12,6
14	Uncontrollable violations	3,81	-9,3
15	Coming from socially unsatisfactory strata of the population	3,36	-17,6
16	Lack of livelihood	3,10	-20,2

Source: author`s research

As evidenced by the research of domestic and foreign scientists, this approach was effective in many situations. However, with the increase in skill of the team in

performing tasks, there was a need to reduce the number of employees.

Motives for economic activity directly depend on the economic condition, develop and grow as a person develops, his mental and psychological properties. In today's conditions, the inability to satisfy many needs related to physical survival, the material and monetary factor is the dominant motive for work. In the process of the spread of creative activity, free time, which a person is able to use for personal development, increasingly becomes the motive for work. Also, work, acquiring signs of creativity, can itself become the goal of its activity, while achieving a certain result is not mandatory, the goal of such work becomes the process itself. This may lead to the need to revise the essence and content of the economic categories "work" and "production" (Dudin & Frolova, 2015).

Mental work acquires its own characteristics as a result of the spread in the structure of human potential of such components as education, knowledge and information, and creative activity evolves due to such components of human potential as creative talent, intuition, entrepreneurial abilities, etc. The evolution of homo economicus into homo creator will lead to the growth of a "consumer society" (the defining motive of economic activity is the growth of one's own wealth) into a "development society" (the main goal of creative activity is the reproduction and growth of one's own abilities) (Thunnissen & Fruytier, 2013).

Evaluating the evolutionary path of development of social, economic, cultural, ecological and other processes taking place in the world, we can deduce the main trends of the development of society, which will influence the motivational policy of domestic enterprises and should be reflected in the concept. First of all, we include:

1) the spread of globalization processes on a global scale, which will lead to the internationalization of production, exchange, distribution and consumption and, ultimately, the lifestyle (and this will determine the needs of a person, and therefore the motives of his activity);

2) a change in the philosophy of management in connection with the spread of humanitarian trends, which will contribute to the development of socially oriented management, focused not on an individual person, but on integrity (unified mission, common goal, common interests);

3) the spread of establishing at the cutting edge of technological development precisely the innovative component of progress, but on a qualitatively different basis - integrated, which shows the interrelationship of technologies of various industries, which will affect the processes of socialization and humanization of work and lead to a change in content labor;

4) informatization of all spheres of society, virtualization of work, which will change approaches not only to the content of work, but also to its evaluation.

The listed trends encourage the renewal of the original theoretical and methodological positions in the motivational policy of domestic enterprises. Enterprise managers should anticipate the influence of external and internal factors on practice and scientific research in the field of management and determine the facets and parameters of such influence in the strategy of the development of Chinese enterprises and personnel motivation.

An important factor influencing the formation of the concept of motivating management personnel is globalization. Despite the fact that globalization is an inevitable phenomenon today, it, however, has a controversial nature and is ambiguously assessed by scholars and practitioners.

Globalization is accompanied by the creation of new institutions that become legislators in one or another sphere of social life.

In this context, it should be noted that, from the point of view of European social standards, this experience should be implemented in the practice of motivational policy of Chinese enterprises. But the motivations of Chinese managers are not always the same as those of European managers. And this is an objective process determined by modes of economic behavior embedded at the subconscious level.

Taking into account all of the above, the concept of motivating the personnel of Chinese enterprises should optimize the global and local, guided not only by the principle of economic benefit, but also by the spiritual components characteristic of our nation. Only by synthesizing the economic and spiritual principle, it is possible to ensure the development of a socially active personality, a professionally literate, competent, creative worker, and the motivational policy of domestic enterprises should be aimed at this.

The concept of personnel motivation should reflect not only the laws of the world structure and the development of society and modern challenges affecting the development of motivation, but also contain important requirements for the content, form and methods of stimulation, ensuring the optimal ratio of theory and practice. In this regard, the principles underlying the concept are important, including:

- *The principle of reward* is the basic, comprehensive and universal law of living matter. All evolutionary processes that take place on the scale of earthly civilization are subject to the principle of reward.

- *The principle of effectiveness* involves the orientation of the motivational mechanism to achieve final results in accordance with the chosen strategy of the enterprise's development.

- *The principle of fundamentality* provides for the main, essential aspects that form the basis of the company's motivational policy. These are, in particular, those fundamental provisions that are based on the general laws of functioning and development of society, economic theories and concepts recognized by the world scientific community.

- *The principle of systematicity* is aimed at ensuring the unity of all components, which are a meaningful content of the motivational policy and reflect its functional orientation, which provides the concept of integrity.

- *The principle of objectivity* is also related to the use of the norms of the laws of economic and social life and confirms that all aspects of the concept are devoid of prejudice and subjective attitude.

- *The principle of transparency* certifies the availability of the provisions of the concept for perception by the company's personnel.

- *The principle of flexibility* involves constant review of motivational technologies and tools, their rapid updating in accordance with modern challenges.

- *The principle of the unity of the local and the global* confirms that it is possible to effectively combine the elements of motivational policy specific to a specific enterprise with those common in world practice, which are the result of modern trends.

- *The principle of combining social and personal* demonstrates the orientation of a person, his value priorities and the possibility of their adjustment. This principle is directed at the inner world of a person and encourages the study of the psychological and emotional state of the individual.

- *The principle of dynamism* provides for the possibility of timely change of motivational levers under the influence of objective factors of the external environment.

The concept should reflect: the strategic goal, tasks, deadlines, mechanisms for implementing the motivational policy.

The purpose of the concept is to create the necessary ideological basis for realizing new tasks during the formation of the company's motivational policy. The tasks of the concept specify its purpose and provide: first, the formation of conceptual foundations of a theoretical and methodological nature; secondly, activation of socio-economic incentives; thirdly, ensuring the formation of a motivational system at the enterprise of the company's personnel; fourth, the formation of the internal need of the staff to work efficiently and effectively.

Taking into account the tasks, the content of the concept is formed, a motivational strategy and program are built, which specify the goals and objectives of the concept and strategy and reflect a complex of managerial and organizational and technical measures aimed at the implementation of the motivational policy, as well as a mechanism for the implementation of the concept is developed.

Among the organizational and technical measures, the distribution of functions and tasks of the personnel management service in the field of motivating the activities of management personnel is important. Functional tasks provide for the delegation of powers to this service in terms of participation in management, access to the organization's resources, distribution of powers between units in relation to motivation, and control. At the same time, the personnel management service should monitor the labor market, get acquainted with labor and other legislation, analyze the level of wages, and develop social programs.

The direct responsibilities of this service in terms of motivational policy are to ensure a social microclimate, status self-affirmation of a person, favorable opportunities for self-development of the individual, creative nature of work, creativity of thought and generation of innovative ideas, labor protection and working conditions, effective communications, a decent level of remuneration, continuous professional growth, etc.

In general, the algorithm for implementing the concept of personnel motivation covers: determining the structure of labor motivation for certain types of managerial employees; development of motivational standards taking into account the situation on the market (monitoring of the labor market) and the specifics of the organization's activities (this mainly concerns financial responsibility); the formation of work teams that will constantly monitor the course of motivational processes and may work in the personnel management service or be formed from representatives of various departments; development of a motivation plan during recruitment and in the work process; formation of career plans; justification of types and forms of stimulation

according to the principle of differentiation and objectivity; evaluation of the use of various forms of stimulation and the effectiveness of motivational policy in general.

In the concept, it is advisable to provide a mechanism for evaluating the effectiveness of the company's motivational policy, because the result of its implementation can be full satisfaction of needs, partial satisfaction of needs, dissatisfaction of needs. In this regard, it is advisable to form an optimal system of indicators and criteria for the effectiveness of work motivation methods, taking into account the multi-vector motives of individual and collective labor behavior. The achievement of economic goals by the enterprise should be considered as an indicator of the economic effectiveness of staff motivation.

An indicator of the social effectiveness of work motivation can be the improvement of the use and development of labor personnel, intellectual capital, improvement of relations between employees of the enterprise, reduction of the level of conflict, improvement of the psychological and emotional climate in the team, growth of professionalism and competence of management personnel, improvement of working conditions, etc. Depending on the state of satisfaction of needs, the motivational toolkit will be revised and the stimulation factor will be rethought.

One of the reserves for increasing the effectiveness of the motivation policy in the enterprise is the improvement of the salary system. The role of remuneration in the system of the motivational mechanism is significant, this is explained by the fact that through its mechanism, the needs that are primarily necessary for the normal life of a person are provided. However, remuneration is a motivating factor only if it is directly related to the results of work.

Employees must be sure that there is a stable connection between the material reward and their work, the salary must have a component that depends on the achieved results. Undoubtedly, the motivational mechanism of labor remuneration is given a great role, but the constant increase in that level does not contribute either to

the maintenance of work activity at the required level or to the growth of labor productivity.

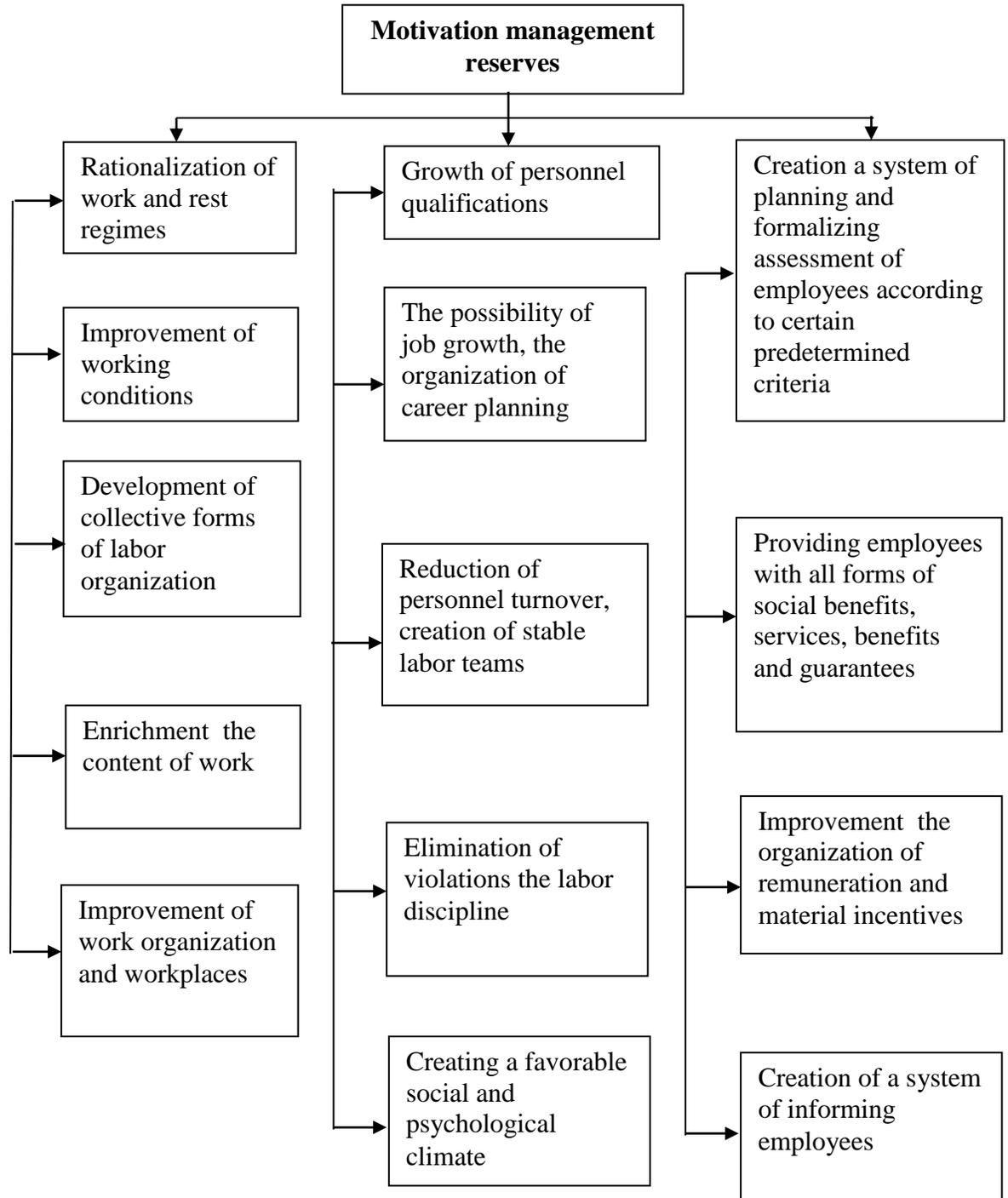


Figure 3.7 – Reserves of increasing the employees motivation in China

Source: author`s research

Applying this method can be useful in achieving short-term increases in labor productivity. After all, there is a certain overlap or habituation to this type of influence, one-sided influence on workers only by monetary methods cannot lead to a long-term increase in labor productivity.

The next reserve for increasing the effectiveness of the motivational system is the improvement of work organization - it includes setting goals, expanding production functions, enriching work, changing the structure of production, using soft skills, improving working conditions. Thus, a properly formed effective system of increasing labor productivity through the formation of benchmarks for its achievement can significantly improve the work of personnel as a result, the work cycle of each worker increases, and the intensity of work increases.

It is advisable to apply such a method in the case of underworked employees and their own desire to expand the scope of their activities, otherwise it may lead to sharp resistance from the employees. Enrichment of work involves giving a person such work that would provide an opportunity for growth, creativity, responsibility, self-actualization, including in his duties some functions of planning and control over the quality of products.

Improving working conditions is one of the most pressing problems of our time. Working conditions are not only a need, but also a motive that forces to work with a certain return, can be both a factor and a consequence of a certain labor productivity and its efficiency. Working for a long time in unsatisfactory sanitary and hygienic conditions, a person does not know how to properly organize his workplace, and does not want to, and the correct organization of workplaces helps to increase labor productivity.

The next reserve for increasing the effectiveness of the motivational system is the improvement of the system of social benefits and guarantees, which are of particular importance and supplement the fulfillment of those obligations traditionally assigned to wages. Funds directed to the provision of social and household needs of

employees are important for them, as they are intended to satisfy their most essential needs, which would otherwise have to be paid for independently. In this case, it is important to take into account the fact that along with the satisfaction of the mentioned needs, they create a psychological impact on the employee, that is, additional motives act on him, the strength of which depends on how confident he is in receiving the mentioned benefits above the established average norms.

The principles of formation and further development of labor motivation policy in enterprises are as follows:

- the reward should provide stimulation to increase not only quantitative, but also qualitative characteristics of labor results and contribute to the implementation of the company's strategy;
- the amount of material remuneration should be closely related to the results of the work of individual employees and the results of the company's activity;
- the rate of growth of labor efficiency must outpace the growth of its payment;
- the priority directions of increasing the level of labor efficiency should be not only the increase of labor results, but also the minimization of resource costs;
- the labor motivation mechanism should combine the personal interests of employees, the labor team, and enterprise owners;
- the system of evaluation of work results should be sufficiently simple and understandable by different categories of employees;
- indicators of labor efficiency should take into account the personal contribution of each employee to the overall result of the enterprise;
- all provisions of the work process, assessment of its results and the amount of remuneration must be reflected in the documents regulating labor relations in the collective, preferably the collective agreement.

So, summarizing the above, we conclude that the motivational policy of domestic enterprises should change in accordance with globalization processes, transformation of the economy, the spread of cultural trends, intellectualization and

socialization of labor. These are objective modern processes that determine the degree of development of enterprises, form new requests for personnel motivation. At the same time, there is a world historical experience of scientific thought in the field of economics (theories, concepts and objective laws), which must be used during the formation of motivational policy.

The next stage will be the drawing up of a specific program for increasing labor efficiency and improving the use of personnel at the enterprise, in which, according to the criteria for evaluating factors, an assessment of the level of manifestation of the symptom in the employee is provided. Such an efficiency improvement program is an indicative plan compared with the enterprise's goals in time and its resource provision.

The structure of the program "Increasing labor motivation efficiency and improving the use of personnel at the enterprise" and the novelty of solving the main problems can be formulated as follows (Table 3.8).

The measures proposed in the program form a single set of measures to reform the system of evaluating labor motivation. In order to obtain an intermediate and generalized assessment of the program for improving the use of personnel, it is necessary to determine the economic effect for each individual measure or for a group of measures that are homogeneous in terms of economic content. At the same time, the sameness of calculations should be ensured both in terms of the economic content of the calculated effect and in terms of the method of calculation.

From the point of view of the method of economic effect assessment, the entire set of measures is divided into three groups.

The first group is measures that do not require one-time capital expenditures (acquisition or self-production of equipment, technological equipment, construction works, research and development, etc.). As a rule, these measures have an organizational nature. The economic effect of the measures of the first group is determined in the form of an increase in profit, which remains at the disposal of the enterprise.

Table 3.8 - The program " Increasing labor motivation efficiency and improving the use of personnel at the enterprise"

Chapter	Directions of development and implementation	Novelty of the proposed measures
Chapter 1 "Improving the system of organization and regulation of labor"	-comprehensive analysis of the current organization of labor regulation at the enterprise; - implementation of an improved system of organization and regulation of work at the enterprise; - analysis of workload of working hours; - increasing the effectiveness of collective forms of labor organization	- design of norms of labor costs on the basis of development of normative work rates, level of intensity and standard work methods;
Chapter 2 "Technology improvement and work quality control"	- development and implementation of rational performance technologies at the workplace; - establishment of continuous control and operational assessment of the quality of the work performed at the workplace; - implementation of the certification of the manufactured products	-implementation of a new mechanism of employee interest in revising norms to increase labor productivity; - study and implementation of elements of foreign labor organization systems;
Chapter 3 "Improving the use of personnel at the enterprise"	- study of the motivational potential of the company's employees; - study of the moral and psychological climate in the collective of enterprises and development of measures; - development of recommendations for increasing moral and material incentives; - implementation of a system for evaluating the labor performance of enterprise employees; - development of measures to strengthen labor discipline and legal order.	- development and use of criteria for assessing the use of the working time fund by workshop, site, enterprise

Source: author`s research

The second group is measures that require one-time costs, including capital costs. For these measures, the economic effect is also determined in the form of an increase in profit, which remains at the disposal of the enterprise. But first, on the basis of annual profit growth, it is necessary to determine the effectiveness of each individual measure.

The third group is measures to improve working conditions, to harmonize them with ergonomic and environmental standards. For this group, the effect can be calculated after the implementation of the program on the basis of a comparative analysis of indicators of industrial injuries, occupational and production-related morbidity, labor

turnover.

Standardization of labor and its restoration occupies a central place in the program. The core of the entire program is the introduction of new forms and methods of labor organization and regulation, aimed at ensuring the interests of employees in market conditions, creating conditions for the development of their labor and creative potential (Figure 3.8).

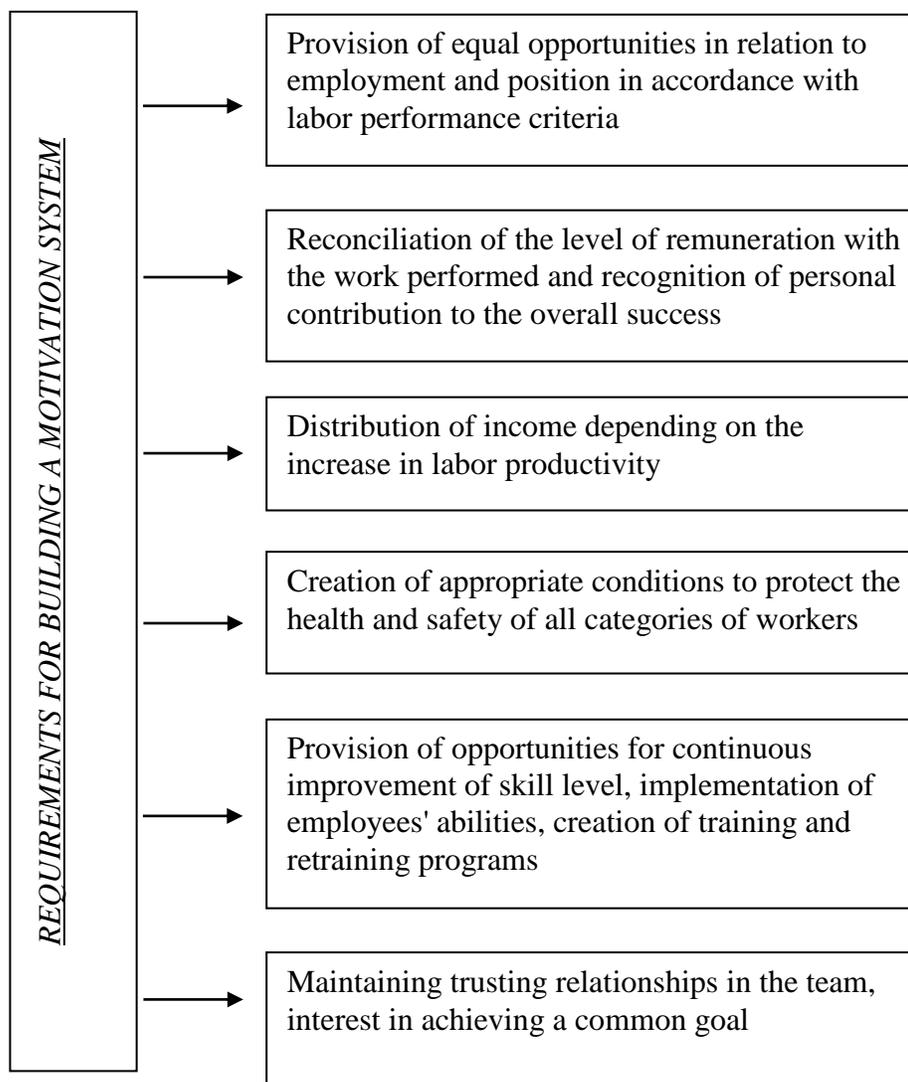


Figure 3.8 - Requirements for building a personnel motivation system

Source: author's research

Within the framework of the mentioned program, special attention is paid to the

issue of reforming the motivation of effective work, by motivating personnel, implemented through:

- improvement of the system of organization of labor rationing (structuring and streamlining of work on organization and labor rationing, analysis of working time costs);
- improvement of production technology and improvement of the quality of performed works (determination of the state of current technological processes, development of indicators of the final result, necessary for the assessment of technological numbers, quality of work and labor remuneration);
- improving the use of labor resources due to the implementation of program measures, as well as the creation of an effective system of stimulating labor activity, taking into account the interests of all participants in the production process.

The mechanism of labor motivation in the conditions of the market economic system is formed with the help of not only economic, but also social factors, the role of which in this process is constantly increasing. The priority in the work itself, of course, belongs to the individual, and the management of the enterprise can stimulate (or disincentivize) the activity of the employee (Levchenko, 2017).

This approach to the management of human resources involves a change in the point of view on personnel, which is significantly different from the practices that are characteristic of processing enterprises of Ukraine at the moment. First of all, the starting point for labor management is a system of views on each employee of the enterprise. It is important to realize that with all the convictions about the importance of labor resources and the creation of the most favorable conditions for revealing the potential of each employee, human resources are considered as an object that is subject to management by the enterprise (Dudin & Frolova, 2015).

Our proposed approach assumes that a person is a changeable but uncontrollable variable of the enterprise. The task of management in this case is to learn the patterns of personality development and to develop appropriate programs.

In our opinion, enterprises that will not be able to understand this in time may be uncompetitive in the market, which is characterized by constantly growing challenges regarding the quality and safety of products and puts forward new requirements for the technical and technological equipment of product manufacturers.

The new approach to human resources management requires the solution of two types of tasks: the first is the study of a person as an independent unit in agricultural production, the second is the development of an action program aimed at best meeting the needs of an individual employee. The final result of such activity should be manifested in more effective work of each member of the company's team, which is stimulated by personal motivation.

Today, it is difficult to say to what extent enterprises in China are ready to use a new approach in human resource management. This management technique undoubtedly requires the development of other tools. One of these tools can be self-management, the role of which has so far been underestimated. Initially, self-management was considered only as a direction of management related to the scientific organization of the manager's work. However, recently it began to stand out as an independent branch of knowledge. Within the framework of the proposed approach, self-management can become the most important component of human resource management, which provides managers with tools for studying the company's employees.

Thus, 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, help to effectively conduct personnel certification and monitor 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 accrual of material incentives, to evaluate the motivational potential, production, social and creative activity of employees, to simulate the accrual of regulated material incentives.

Conclusion to the Chapter 3

A lack of talented employees at enterprises was revealed due to the lack of a comprehensive system of motivation and development of talents: financial, material, managerial. In addition. Talent management is not a priority of the company's HR policy due to managers' misunderstanding of its necessity. It is necessary to create working conditions in which the employee would feel his significance, aware of his own contribution to the socio-economic development of the enterprise. Staff motivation can be effective if the best HR-methods of material and non-material stimulation are used.

In his dissertation, the author calls a talent an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Thus, the talent pool and talent management are based on the concept of a strategic workplace. Practice shows that the most successful companies develop two levels of performance indicators - basic and advanced, or, in other words, minimally necessary and desirable. A similar way of setting the task in combination with a built-in management model of talented employees effectively stimulates them simultaneously with the achievement of the maximum result by the company.

The personnel management mechanism is a set of relationships, connections, forms and methods of influencing the personnel management process, its production, distribution and use. If we consider this aspect from the standpoint of systemic and complex approaches, the mechanism of personnel management is revealed as a single indivisible system, each element of which is determined to fulfill its goals and tasks, and at the same time, the totality of these elements expresses the content of the general process of personnel management. The functioning of this mechanism is ensured by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, 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 by a certain time.

Undoubtedly, innovations made a huge breakthrough in the technological field and outlined new perspectives in human resources management, which in turn will give the latest impetus to the development of the scientific environment. However, this process can also bring negative consequences - due to the excessive use of machine labor, the productivity of human resources can significantly decrease.

This approach to the management of human resources involves a change in the point of view on personnel, which is significantly different from the practices that are characteristic of enterprises of China at the moment. First of all, the starting point for labor management is a system of views on each employee of the enterprise. It is important to realize that with all the convictions about the importance of labor resources and the creation of the most favorable conditions for revealing the potential of each employee, human resources are considered as an object that is subject to management by the enterprise.

Our proposed approach assumes that a person is a changeable but uncontrollable variable of the enterprise. The task of management in this case is to learn the patterns of personality development and to develop appropriate programs that provide better satisfaction than competitors to the growing needs of each employee. Thus, it is necessary to change the system of views on a person in the organization.

In our opinion, enterprises that will not be able to understand this in time may be uncompetitive in the market, which is characterized by constantly growing challenges regarding the quality and safety of products and puts forward new requirements for the technical and technological equipment of product manufacturers.

The new approach to human resources management requires the solution of two types of tasks: the first is the study of a person as an independent unit in production, the second is the development of an action program aimed at best meeting the needs

of an individual employee. The final result of such activity should be manifested in more effective work of each member of the company's team, which is stimulated by personal motivation.

Today, it is difficult to say to what extent enterprises in China are ready to use a new approach in human resource management. This management technique undoubtedly requires the development of other tools. One of these tools can be self-management, the role of which has so far been underestimated. Initially, self-management was considered only as a direction of management related to the scientific organization of the manager's work. However, recently it began to stand out as an independent branch of knowledge. Within the framework of the proposed approach, self-management can become the most important component of human resource management, which provides managers with tools for studying the company's employees.

Thus, 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, help to effectively conduct personnel certification and monitor 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 accrual of material incentives, to evaluate the motivational potential, production, social and creative activity of employees, to simulate the accrual of regulated material incentives.

CONCLUSIONS

This dissertation 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. The obtained results of the study made it possible to draw the following conclusions:

1. Management of socio-economic development is one of the determining factors for ensuring the stable development of the state in general, and achieving the optimal indicator of the development of the personnel of enterprises should be considered as the primary interest of management at all levels, a prerequisite and at the same time a result of successful business operation. Thus, disproportions in the socio-economic development of human resources by region and country were revealed. The eastern region is the most developed, the western region is the least developed. Such an imbalance arose due to the peculiarities of the location of business territorially in the provinces of China. For example, the east of the country is the flagship of educational activity, the main universities are concentrated here. In addition, large metropolises and business centers are concentrated in the eastern part. On the other hand, in the western provinces are concentrated enterprises of raw material-important branches of the economy: mining of natural minerals, agriculture, heavy engineering and metallurgy. All these are factors of uneven social and economic development of human resources and personnel of enterprises in particular.

2. When forming 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. After the modification, we 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.

3. In the dissertation was proposed a conceptual model of enterprise personnel development management in accordance with the received attributive structure of the personnel development management system as a process that includes 3 subsystems: human, professional, sustainable (and social) development; as a result, a system of professional development of personnel at the enterprise was formed 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.

4. To improve the professional development of personnel at the enterprise, a set of measures for professional training is proposed, which allow planning, forecasting and organizing the professional development of personnel at the enterprise. Consistent and purposeful implementation of the components of the concept of talent management considered by us will create a favorable basis for the formation of a holistic strategy for the development and management of talents in the company, the main goals and priorities of which should be organically combined into an integrated overall strategy for its development. Companies' understanding and awareness of the importance of talent as a component of their competitiveness will

contribute to the formation of an effective personnel management system based on value-oriented approaches to human intellectual abilities.

5. Studies have shown that for the effective implementation of the conceptual model of personnel development management, several basic rules must be followed:

- in the process of management and organization of personnel development at enterprises, it is necessary to take into account the laws and principles of management that determine its actions, formation and development;

- correctly define the goal, which will contribute to a clear idea of the result and ensure the relationship of goals (building a tree of goals);

- plan the use of your time to achieve your goals; make management decisions by analyzing the state of the external environment, which will allow identifying the urgency of the need for personnel development;

- carry out an assessment of own resource capabilities (limitations) for the development of strategic goals of the enterprise and personnel development strategy.

6. Evaluating the effectiveness of the company's personnel development management, we propose to determine aspects of a conceptual, methodological and technological nature. This approach will allow a comprehensive investigation of the problem from the point of view of the systemic development of the enterprise. Given the need to develop personnel potential, it is important that evaluation does not become a demotivator and does not become a sanctioning procedure, since a person cannot work effectively in conditions of coercive or punitive measures of influence.

7. In the dissertation work, the methodical approach to managing the socio-economic development of enterprise personnel was improved by taking into account in the social criteria the assessment of the improvement of the qualifications of employees, which transparently and quantitatively reflects the level of acquired

professional knowledge through training. In addition, a person's potential ability (talent) to learn will qualify as a criterion for enrolling an employee in the development subgroup in the company's personnel management system.

8. During a 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, a shortage of talented employees was revealed due to the lack of a comprehensive system of factors of motivation and development of talents: financial, material, managerial. It was determined that talent management is not a priority of companies' personnel policy due to managers' lack of understanding of its necessity. Therefore, one of the ways to solve the problem should be the creation of an environment and working conditions in which the employee would feel his importance, aware of his own contribution to the socio-economic development of the enterprise. It has been proven that staff motivation can be effective if the best HR methods of tangible and intangible incentives are used ($R^2 = 0.87811$, $d=0.002$).

9. In the dissertation, the author's interpretation of the definition "talent" is defined as an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Thus, staffing and talent management are based on the concept of a "strategic" workplace. Research shows that the most successful companies develop two levels of performance indicators - basic and advanced, or, in other words, minimally necessary and desirable. Such a way of setting tasks in combination with a built-in management model of talented employees effectively stimulates them at the same time as the company achieves the maximum result.

10. The theoretical and methodological mechanism of personnel management was improved - it is a set of relationships, connections, forms and methods of influencing the process of personnel management, its production, distribution and use.

If we consider this aspect from the standpoint of systemic and complex approaches, then the personnel management mechanism is revealed as 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. elements expresses the content of the general personnel management process. The functioning of this mechanism is provided by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, 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.

It is important to realize that with all the convictions about the importance of labor resources and the creation of the most favorable conditions for revealing the potential of each employee, human resources are considered as an object of enterprise management. The approach proposed by us assumes that a person is a changeable, but uncontrolled variable of the enterprise. The management's task in this case is to study the patterns of personality development and develop appropriate programs that provide better satisfaction of the growing needs of each employee than competitors. Thus, it is necessary to change the system of views on a person in the organization.

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