

REVIEW

of **Natalya Bidyuk,**

Full Professor, Doctor of Pedagogical Sciences (ScD in Education),
Head of the Department of Foreign Language Education and Intercultural
Communication, Khmelnytskyi National University,
of the **thesis “The development of HR managers’ psychological and
pedagogical competence in the framework of corporate training”**
written by **Gao Fei** submitted for the Degree of Doctor of Philosophy
in the specialty 011 Educational, Pedagogical Sciences

1. The topicality of the performed work and its connection with the relevant plans of the branches of science

Gao Fei's research is thematically relevant and significant in addressing issues related to human capital development, personnel management, and the organization of corporate training. In the context of intensified globalization and integration processes within the global economy, as well as the increasing labour migration, a company's economic productivity largely depends on the professional competence and competitiveness of its employees. Achieving balance and harmony in the company's professional activities, minimizing employee turnover, and fostering constructive communication within the team largely rely on the professional competence of HR managers. Among the professional functions and responsibilities of HR managers are conducting interviews, testing professional skills and the socio-psychological qualities of the staff, coordinating training and professional development, and solving complex problems in non-standard situations of the professional environment, etc. In this regard, HR managers should possess profound knowledge and skills in psychology and pedagogy, which are essential for organizing continuous development and ensuring the well-being of the company's employees. These competencies enable them to address complex challenges in non-standard professional situations, develop inclinations, orientations, and strategies for advancing their general and professional personal culture, deepen and accumulate expertise in personnel management. Personnel management is both an art and a science, as it focuses on the growth of the company as a whole while fostering the development of each individual employee.

The relevance of this issue is further reinforced by the conceptual contradictions identified by the researcher. Resolving these contradictions will contribute to exploring innovative ways to develop the psychological and pedagogical competence of HR managers in the context of corporate training.

The thesis has been prepared within the framework of the research work of the Department of Pedagogy and Innovative Education at Lviv Polytechnic National University: “Theoretical and methodological foundations of the personal and professional development of a modern specialist in the conditions of integration into the international educational space” (the number of state registration 0121U113179). The topic of this thesis was approved (minutes

№ 3/22 dated 24.10.2022) and specified (minutes № 2/23 dated 16.10.2023) at the meetings of the Academic Council of the Institute of Jurisprudence, Psychology and Innovative Education of Lviv Polytechnic National University.

2. The most significant scientific results contained in the thesis

The researcher has substantiated the theoretical, organizational and methodological foundations of the development of HR managers' psychological and pedagogical competence in the framework of corporate training.

3. New facts obtained in the thesis

The novelty of the theoretical results presented by the researcher lies in the fact that: *for the first time* the pedagogical conditions of HR managers' psychological and pedagogical competence development in the framework of corporate training (encouraging HR managers to develop psychological and pedagogical competence; organization of contextual teaching and learning to gain experience in the implementation of HR managers' psychological and pedagogical competence; using the potential of reflective practices; the development and implementation of professional development program for HR managers' psychological and pedagogical competence development in the framework of corporate training) have been substantiated and their effectiveness have been experimentally verified; *the concepts* "professional competence", "HR manager's psychological and pedagogical competence", "corporate training", and the content of the component structure of HR manager's psychological and pedagogical competence; tools for diagnosis of developmental state of HR manager's psychological and pedagogical competence *have been specified and concretized*; the content of the professional development program for HR managers *has been improved*, with the aim of developing their psychological and pedagogical competence; the theses on the use of the potential of corporate training *have been further developed*.

4. The degree of validity of the scientific statements, conclusions and recommendations formulated in the thesis

The novelty and reliability of the conclusions are ensured through the use of theoretical and empirical methods, the analysis of a sufficient number of scientific sources (313 references), legislative and regulatory documents, and the effective implementation of the research materials and results into the learning process of higher education institutions in Ukraine. The main scientific statements and results of the research have been widely presented at scientific and practical international conferences and are fully covered in scientific publications. The thesis has been conducted at an appropriate scientific level. It clearly justifies the choice of the research topic, defines its object, subject, aim, and objectives, and the content of the abstract highlights the essential aspects and key provisions of the thesis.

5. Significance for science and practice of the author's obtained results

The practical significance of the research lies in the fact that the professional development program for HR managers has been developed and implemented, with the aim of developing their psychological and pedagogical

competence. The seminar “Psychological and pedagogical competence of HR manager: theoretical aspects and practical application”, training “Encouraging HR managers to develop psychological and pedagogical competence”, “Reflective practices in professional development”, project “The development of corporate training program”, team building & teamwork activities as well as role-playing & business games have been developed and implemented in the framework of HR managers’ corporate training.

6. Recommendations for the use of the results and conclusions of the thesis

The main research materials, along with the educational and methodological support, can be used by university instructors to enhance the training of future HR managers in higher education institutions. The materials of thesis are recommended for the improvement of the content of the following courses: "Professional Pedagogy", "Recruitment and adaptation of personnel", and "Training and development of personnel". The theses, materials and conclusions can be used by scientists for further research. The findings of the scientific research are recommended for use in conducting various types of scientific, educational, and methodological conferences and seminars.

7. Assessment of the content of the thesis and its completeness

Gao Fei’s thesis is a complete academic paper with a clear structure and sequence content of scientific statements, which correspond to the purpose and logical solution of the research objectives. The thesis consists of an introduction, three chapters, conclusions to each chapter, general conclusions, references, which include 313 items, as well as 12 appendices. The total volume of the thesis is 276 pages, the main text covers 186 pages. The thesis is illustrated with 18 tables and 23 figures.

In Chapter 1 “**The development of HR managers’ psychological and pedagogical competence in the framework of corporate training as a scientific and pedagogical problem**” the main concepts and categories of research (competence, knowledge, skills, values and attitudes, professional competence, psychological and pedagogical competence, HR managers’ psychological and pedagogical competence, corporate training) are clarified; the content and structure of HR managers’ psychological and pedagogical competence are justified; the modern practice of HR managers’ psychological and pedagogical competence development is analyzed.

The theoretical value lies in the scientific analysis of the perspectives of foreign and Ukrainian researchers on the contemporary understanding of the essence of HR managers’ psychological and pedagogical competence. According to the author's interpretation, the psychological and pedagogical competence of an HR manager is an integrative characteristic, which includes knowledge and skills in the field of Psychology and Pedagogy, necessary for the organization of continuous development as well as the well-being of the company's employees, contributes to ensuring the efficiency of professional activity in general and solving complex problems in non-standard situations of the professional environment, as well as inclinations, orientations and strategies

for the development of one's own general and professional personal culture, deepening and accumulation of experience in the field of HR management. The content and structure of HR managers' psychological and pedagogical competence include motivational, cognitive, and activity components.

In Chapter 2 **“The scientific and methodical principles of HR managers' psychological and pedagogical competence development in the framework of corporate training”** the research methodology is presented; criteria (personality-motivational criterion, information-cognitive criterion, activity-resultative criterion), indicators and levels (low (elementary), intermediate (reproductive), upper-intermediate (productive), advanced (creative)) of HR managers' psychological and pedagogical competence development are determined and characterized; the results of diagnostics of HR managers' psychological and pedagogical competence development are presented; the pedagogical conditions for HR managers' psychological and pedagogical competence development in the framework of corporate training are determined and substantiated.

The practical value lies in the comprehensive set of pedagogical conditions, namely: encouraging HR managers to develop psychological and pedagogical competence; organization of contextual teaching and learning to gain experience in the implementation of HR managers' psychological and pedagogical competence; using the potential of reflective practices; the development and implementation of professional development program for HR managers' psychological and pedagogical competence development in the framework of corporate training.

In Chapter 3 **“The verification of the efficiency of pedagogical conditions of HR managers' psychological and pedagogical competence development in the framework of corporate training”** Gao Fei presents the program and methods of experimental research, describes the implementation of pedagogical conditions for HR managers' psychological and pedagogical competence development in the framework of corporate training as well as interpret the results of effectiveness verification of pedagogical conditions of HR managers' psychological and pedagogical competence development in the framework of corporate training.

In the general conclusions, Gao Fei effectively presents the results obtained, confirming that the objectives outlined at the beginning of the research were successfully achieved. The obtained theoretical and practical results form the basis for further study of the problem of improving the initial training of HR managers and the formation of their psychological and pedagogical competence in the system of higher education.

Gao Fei's thesis is the result of independent research and does not contain elements of plagiarism or borrowed content. The ideas, results, and texts from other authors are appropriately cited with references to the corresponding sources. The thesis is characterized by content coherence, complies with the formatting requirements, and follows the conventions of the scientific style.

8. Discussion points, recommendations and comments on the content of the thesis

In general, while highly appreciating the scientific and practical significance of the results obtained, there are still several points for discussion and suggestions regarding the content of the study:

1. In substantiating the main concepts and categories of the research in Section 1.1, the author primarily highlights the works and findings of Ukrainian scholars. At the same time, it would be valuable to explore the perspectives of Chinese scholars on the interpretation of the key concepts of the study, including any similarities or differences in their views.

2. In conducting the research, the author identifies several methodological approaches (systematic, contextual, personality-based, activity-based, and competency-based) in Section 2.1 as the most significant for developing HR managers' psychological and pedagogical competence within the framework of corporate training. At the same time, we believe it would be worthwhile to explore other scientific approaches, particularly communicative, interdisciplinary, andragogical, and acmeological, which are no less essential for developing the specified quality.

3. In our opinion, in Chapter 2 the justification of certain methodological principles (objectivity, evidence, comprehensiveness, substantive analysis) is presented descriptively by the author and requires more detailed argumentation to clearly explain their essence and significance in the context of the research.

4. In our opinion, the theoretical and practical value of the study would be significantly enhanced if the author developed a model of the specified process.

5. The scientific novelty of the obtained results lies in the fact that the author, *for the first time*, substantiated the pedagogical conditions, among which the fourth one focused on "the development and implementation of professional development program for HR managers' psychological and pedagogical competence development in the framework of corporate training". At the same time, the author also points out that he *has improved* the content of the professional development program for HR managers with the aim of enhancing their psychological and pedagogical competence. This raises the question: Was the author's program developed for the first time, or was it *just improved* or modified?

9. Completeness coverage of results in publications

The main statements and results of the thesis are sufficiently fully presented in 9 publications of the author (6 of which are individual): 5 articles in journals included in the list of specialized scientific publications of Ukraine, 4 works certifying the approbation of thesis' materials.

10. Conclusion

The thesis “**The development of HR managers’ psychological and pedagogical competence in the framework of corporate training**” written by **Gao Fei** is an independent and complete academic paper. It has solved a number of scientific problems and obtained the findings containing scientific novelty, theoretical and practical value for pedagogical science and practice. We affirm that the thesis deserves a positive assessment and meets the requirements of the Order On Approval of Requirements for Thesis Formatting (as amended) No. 40 of 12 January 2017 by the Ministry of Education and Science of Ukraine, and the Procedure for Awarding the Degree of Doctor of Philosophy and Cancellation of the Decision of a One-time Specialized Academic Council of a Higher Education Institution or Research Institution to Award the Degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine No. 44 of 12 January 2022). Its author, **Gao Fei**, deserves the award of the scientific degree of Doctor of Philosophy in the specialty 011 Educational, Pedagogical Sciences, field of knowledge 01 Education/Pedagogy.

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The signature of Natalya BIDYUK certifies:

Vice-Rector for Scientific Work,
Khmelnyskyi National University,



Oleh SYNYUK