

Gender Motivation Differences of Czech and Chinese Employees

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Abstract

The aim of the article is to identify significant differences in motivational preferences of employees of Small and Medium-sized Enterprises (SMEs) by comparing their membership to the region and gender. The paper presents the partial outcomes of research on the level of motivation and the preferences of employees in the Czech Republic and the Beijing municipality administration of the People's Republic of China. The survey was carried out in 2017 using a questionnaire. The questionnaires were distributed in small and medium-sized enterprises engaged in various areas of business. The sample included the entire territory of the Czech Republic (CR) and the Beijing municipality administration in the People's Republic of China (PRC). A total of 2,673 respondents participated in the survey, of which 899 were respondents in the Beijing municipality administration and 1,774 respondents from the Czech Republic. Descriptive statistics was used to characterize the sampling unit. The other methods used to evaluate data in the article were the Student two-sample t-test, F test, and ANOVA. The differences in motivational preferences of employees revealed by the study can be used as a basis for creating appropriate incentive programs for multinational business teams.

Keywords

small and medium enterprises, motivational preferences, motivation, employees of the Czech Republic, employees of the People's Republic of China

1 Introduction

Global competition is an essential element in defining business strategies in the world (Čambál and Cagaňová, 2010; Ďuračík et al., 2017; Grencikova et al., 2016; Tokarčíková and Kucharčíková, 2015; Zaborova et al., 2017). Managers are aware of the international competitiveness of the environment and are looking for ways to successfully operate on the market (Cambal et al., 2012; Koraus et al., 2018; Lorincová and Potkány, 2016). This effort is mostly focused on human resource management practices. In global business, human resources management is still considered as a tool that can effectively help market development and growth (Gottwald et al., 2017).

The main purpose of managing human resources is to efficiently and positively employ employees in the organization for the benefit of the organization (Fejfarová and Urbancová, 2016; Olšovská et al., 2016; Stachová et al., 2017). Thanks to a productive work environment, an

organization can achieve its goals and continue its work (Babatunde, 2015; Burma, 2014). Employee motivation is an indispensable part of human resources management (Javorčíková, 2018). Robescu and Iancu (2016) and Machová (2014) define motivation as the willingness of the individual to do something that is conditioned by activities to meet their needs. Zafar et al. (2014) described motivation as energizing individuals to behave in a certain way. According to Richman (2015), motivation is the direction and the persistence of efforts to achieve a specific goal. Eshun and Duah (2011) characterize motivation as the willingness to develop a high level of effort towards realising organizational goals, conditioned by the ability to satisfy some individual needs. Each organization seeks to achieve high performance through its workforce (Ližbetin and Bartuska, 2017; Nduka, 2016). This means that it pays great attention to how the best individuals can

be motivated by means such as incentives, rewards and leadership positions within the organization in which they work (Coyle-Shapiro et al., 2013; Žuřová et al., 2018).

Thus, motivation is the result of the interaction of conscious and unconscious factors, the intensity of desire or need, the stimulating or rewarding value of the goal and the expectation of the individual and his surroundings (Manzoor, 2012; Vetráková et al., 2016). These factors are the reasons why people behave in a certain way. Most employees need to feel motivated (Kubařa and Vetráková, 2018; Kucharčíková and Mičiak, 2018). Some employees are motivated by money, while others are motivated by recognition. Motivational levels in the workplace have a direct impact on employee productivity (Mura et al., 2017; Stachová et al., 2018, Šustr et al., 2016). Employees who are motivated perform their duties better and their performance consequently increases (Chiu et al., 2002). Motivation can be classified as internal or external. The internal type of motivation is based on individual needs or interest in the task (Jigjiddorj et al., 2019). This does not include work on activities for external rewards. Instead, inner motivation requires a feeling of inner pleasure from one's own activities. It can be seen as a force that includes activities without external stimulus. According to Kucharčíková and Mičiak (2017), individuals are really motivated when they seek interest, a satisfaction of curiosity, self-interest, or a personal challenge at work. External motivation is the opposite of internal motivation. The source of external motivation comes from a particular external environment. Lorincová et al. (2016b) gives as examples of external motivation the promise of money and verbal rewards.

Men and women perform their work and build their careers differently, while education, employment, and labour choices for men and women are often limited by social standards and stereotypes (Knapcova and Kucharcikova, 2015).

Women exhibit less physical mobility (real movement between firms and industries) than men. There are many factors that can limit the physical mobility of women, including their preferred choice of profession, which often allows a greater balance between work and family at a lower salary and fewer opportunities for progress. The lack of organizational policies and cultures (which promote work-life balance) can cause women to leave their jobs after a certain period of time, thus reducing their career opportunities (Fratričová and Kirchmayer, 2018). In short, the physical mobility of women is often limited

by relationships and commitments towards others. For example, women often refuse to apply for jobs or even refuse offers for jobs that would require her family's relocation, increased travel, a reduction in family time, or leaving relatives. In contrast, men may have less psychological mobility (the ability to consider a wide range of alternative careers) than women (Forret et al., 2010).

Even though higher rates of unemployment may lead to some degree of physical mobility, we expect that men and women will have differences in psychological mobility based on their gender role. This mobility will be especially affected by the presence of children, and this can aggravate the social expectations of men. Given the cost of educating children and securing their education, it is likely that many men will have greater pressures to stand out in their careers, to support their families and to fulfill the role of family life (Lorincová et al., 2016a).

Men usually have a completely different attitude to power and hierarchy than women. Working life strongly affects both sexes. For example, hierarchical systems are attractive to men and foreign to women. "Masculine" qualities, such as the ability to lead, purposefulness, and deriving enjoyment from decision-making are provided by men who take up leadership positions in the economy. Very few women have a sense of power and a hierarchy in a purely male way. Generally, women do not know how to deal with this way of thinking, especially when it comes to work and relationships. They have different goals and perspectives and want to raise children and maintain their family in peace (Nitzsche, 2005).

Recent studies (Olšovská et al., 2016; Stachová et al., 2017; Vetráková et al., 2016) confirm that men prefer hierarchical structures and typically concentrate on outcomes, while women gain satisfaction and motivation when the team prevails in a positive atmosphere.

Employers want motivated and productive employees (Bajzikova et al., 2013; Bohinská, 2018; Nedeliaková et al., 2017). Ways to increase their motivation do not necessarily rely solely on monetary stimulus. However, it is also necessary to take into account regional differences (Kohnová et al., 2019; Stachová et al., 2019) and gender differences, which may affect the level of motivation. Given the current employers' needs in Europe, the aim of the present study is to assess whether there are significant differences in the level of employee motivation in small and medium-sized enterprises in two distinct regions – the Central Europe region of the Czech Republic and the Beijing region of China. We assume that the employees of the regions

analyzed will prefer different motivational factors in view of the different living standards in each country.

Differences in motivation preferences are also expected due to the different cultural habits described by several authors in their research. Xing et al. (2017) suggest that these differences are most visible in approaches to power and authority. In most Western societies, government is seen as a means of serving people's interests. Thus, control and balance are established as a natural result of the mandate of the people. In China, however, the power of leaders originates from their perceived virtue. A higher degree of government intervention is not a cause for concern, because Chinese should be able to trust their government.

Hofstede (2007) supports this view. The results of his research show that what he terms "power distance" is significantly stronger in China. This means that it is a society in which inequalities between people are acceptable. The relationship of a subordinate with a superior tends to be polarized, and there is no defense against the abuse of power by superiors. In a high power distance culture, subordinates are influenced by formal authority and sanctions, and they should not have ambitions beyond their position. Workers are thus highly loyal to their employer. The Czech society also accepts a hierarchical arrangement in which each individual has a place and does not need any further substantiation (Hofstede Insights, 2019). Hierarchy in an organization is seen as reflecting inherent inequalities. Centralization is popular and subordinates expect to be told what they should do. However, the power distance is significantly lower than in Chinese society.

Hofstede and McCrae (2004) argue that the most distinctive difference between these cultures is in the dimension of collectivism vs. individualism. China is characterized by a collective culture where people act in the interest of the group and suppress their interests in favour of the group. While relationships with colleagues in a group are cooperative, relationships with other groups are cool or even hostile.

By contrast, Czech society is strongly individualistic. There is a high preference for a free social framework on the basis of which individuals are expected to take care of themselves and their immediate families (Poor et al, 2018). "In Individualist societies offence causes guilt and a loss of self-esteem, the employer/employee relationship is a contract based on mutual advantage, hiring and promotion decisions are supposed to be based on merit only, management is the management of individuals" (Hofstede Insights, 2019). Unlike the Czechs, people in collectivist cultures (such as the Chinese) tend to perceive mental

health problems as personal failures and as caused by personal factors (Chen and Mak, 2008). The traditional Chinese view discourages the expression of extreme emotions that are considered to be pathogenic factors that interfere with the normal functioning of the body.

2 Methodology

The aim of this article is to determine significant differences in the motivational preferences of employees of Small and Medium-sized enterprises (SMEs) by comparing them in terms of their place of origin and gender. The paper presents partial outcomes of research on the level of motivation and motivation preferences of employees in the Czech Republic and the Beijing city of the People's Republic of China

A questionnaire was used to determine the level of motivation. The questionnaire consisted of closed questions, where the first part of the questionnaire looked at the socio-demographic and qualification characteristics of the employees in the compared regions. The second part of the questionnaire was based on evaluation by motivational factors which reveal information about the characteristics of the working environment, the working conditions, the type of assessment applied, and remuneration system in the company, the personnel work in the company, the social care system and the employee benefits. The survey was carried out in 2017. The sample included the entire territory of the Czech Republic (CR) and the Beijing municipality administration in the People's Republic of China (PRC). Questionnaires were distributed in small and medium-sized enterprises across a wide range of business fields.

In total, 2,673 respondents participated in the survey, of which 899 were respondents from Beijing municipality in the PRC (comprising 432 men and 467 women). In the Central Europe region, 1,774 respondents came from the Czech Republic, of which 819 were men and 955 women (Table 1).

In terms of age, there were 31.9 % of employees under 30, 25.1 % from 31 to 40, 26.8 % from 41 to 50 and 16.2 % over 50 in the Czech sample. In the PRC, the research sample 38.1 % of the respondents were under 30, 27.3 % were

Table 1 The frequency of analyzed respondents

Gender	The region of the PRC - the Beijing municipality		The region of the Central Europe region - CR	
Male	432	48 %	819	46 %
Female	467	52 %	955	54 %
Total	899	100 %	1774	100 %

aged between 31 and 40, 25.6 % were from 41 to 50, and 9.0 % were over 50 years of age.

The questionnaire was created by Hitka (2009) and focused on identifying employee motivation preferences. The questionnaire was translated by a Chinese native speaker. The distribution of the questionnaires was carried out by personal distribution in combination with the use of targeted mailing. An electronic version of the questionnaire was produced using the Google forms platform. The questionnaire examines the preferences related to 30 motivation factors. Motivational factors were analyzed in five areas:

- financial evaluation (basic salary, further financial reward, fair employee evaluation),
- social security (employee benefits, company vision, the prestige of a company name, regional development, relationship to the environment, leisure time),
- working conditions (physical effort at work, workplace safety, stability of employment, the content of the work performed, information on work performance, working time, working environment, work performance, psychological burden);
- career advancement (opportunities to apply your own abilities, career growth, empowerment and competencies, occupational prestige, individual decision making, self-realization, education and personal growth, work recognition); and
- interpersonal relations (workplace atmosphere, good working team, workplace communication, supervisor's approach).

To avoid influencing the respondents, the individual motivation factors were arranged in alphabetical order. Employees could assign one of five grades to a Likert scale, where 5 was the maximum and 1 minimum for each question. Descriptive statistics was used to characterize the sampling unit. The method of comparison was used to find the difference between the values in the sampling unit. The significance of differences of arithmetic means and standard deviations was tested at a significance level of $\alpha = 0.05$ in order to eliminate the statement that the differences found were not caused due to the representation fault.

The statistical method through the average was used based on Eq. (1) (Schmidtová and Vacek, 2013):

$$\bar{x} = \frac{\sum_{i=1}^n x_i}{n}, \quad (1)$$

where \bar{x} is average, x_i is individual values, n is the total size of the sampling unit. Given the scale and independence

of the sample, Student two-sample t-test was used, when testing the null hypothesis of equal averages of motivation factors in terms of belonging to the country. Testing the null hypothesis was performed at the significance level $\alpha = 0.05$. The order of importance of motivational factors was determined using the arithmetic mean of individual motivation factors. Differences in the test quantities were evaluated by the t-test for independent selections. Assumptions of scattering were verified using the F test. The P-value, calculated by the t-test, represents the probability of the error. Consequently, we tested gender differences using ANOVA (Statistic Solutions, 2013) for the most important motivational factors. ANOVA is used to test three or more variables to see if there is a difference between them (Statistic How To, 2018). Consequently, we have defined two working hypotheses:

- H1: We assume that there are significant differences in the motivation of employees between the different regions.
- H2: We anticipate that there are significant differences between men in both regions and women in both regions.
- H3: We assume that there are significant regional and gender differences in motivation.

3 Results and discussion

We defined statistically significant differences in motivation factors between regions based on average values of importance. Table 2 presents the descriptive characteristics of the selection mean, the standard deviation and the 95 % confidence interval for the base file diameter.

In both countries we can conclude that there are statistically different requirements for motivating employees to 5 % materiality levels for workplace atmosphere, good working team, further financial reward, physical effort at work, job safety, workplace communication, the prestige of a company's name, of the opportunity to apply their own abilities, information on work performance, work performance, empowerment and competencies, prestige of occupational, the approach of the supervisor, scope for independent decision making, fair evaluation of the employee, work safety, psychological burden, regional development, education and personal growth, leisure time, recognition and basic salary. These results are confirmed by H1.

In the next part of the paper, the 8 most important motivational factors are compared in both regions from a gender perspective. Despite similarities in motivation requirements, there are statistically significant differences

Table 2 Statistically significant differences in motivation levels in PRC and CR

Motivational factors	Mean (PRC)	Mean (CR)	Standard deviation (PRC)	Standard deviation (CR)	t	Degrees of freedom	p-level	F-ratio
Atmosphere at the workplace	4.17	4.51	0.95	0.71	-10.46	2671	0.000	1.79
Good working team	4.19	4.50	0.96	0.72	-9.36	2671	0.000	1.79
Further financial reward	4.14	4.27	0.98	0.79	-3.66	2671	0.007	1.53
Physical effort at work	3.79	3.65	1.03	0.98	3.51	2671	0.006	1.10
Stability of employment	3.95	4.40	0.99	0.79	-12.64	2671	0.000	1.55
Communication at the workplace	4.08	4.36	0.94	0.81	-7.82	2671	0.000	1.36
Prestige / Company name	3.90	3.80	1.04	1.05	2.28	2671	0.029	1.02
Possibility to apply your own abilities	4.03	4.04	0.95	0.88	-0.41	2671	0.025	1.17
Content of the performed work	4.05	4.14	0.96	0.79	-2.54	2671	0.691	1.47
Information on work performance	3.94	3.97	0.99	0.92	-0.68	2671	0.017	1.17
Working time	4.00	4.12	0.95	0.91	-3.23	2671	0.506	1.09
Work environment	3.95	4.13	1.06	0.83	-4.70	2671	0.001	1.64
Work performance	4.03	4.08	0.98	0.81	-1.51	2671	0.000	1.44
Career growth	4.08	3.90	0.95	0.90	4.71	2671	0.154	1.10
Empowerment and competencies	4.04	3.75	0.96	0.99	7.21	2671	0.000	1.08
Occupational prestige	3.91	3.80	1.01	0.97	2.76	2671	0.000	1.09
Supervisor's approach	4.07	4.47	0.97	0.78	-11.73	2670	0.005	1.55
Individual decision making	3.94	4.01	1.03	0.89	-1.86	2671	0.000	1.36
Self-realization	3.97	3.97	1.02	0.91	0.13	2671	0.077	1.26
Employee benefits	3.85	3.93	1.03	0.92	-2.16	2671	0.903	1.25
Fair assessment	4.01	4.41	1.02	0.81	-11.00	2671	0.037	1.57
Workplace safety	4.05	4.23	1.04	0.91	-4.54	2671	0.000	1.29
Stress / Psychological burden	3.97	3.99	1.05	0.96	-0.46	2671	0.000	1.20
Vision of the company	3.92	3.74	1.00	1.04	4.24	2670	0.653	1.07
Contribution to regional development	4.01	3.48	1.00	1.13	11.81	2670	0.000	1.27
Education and personal growth	3.99	3.94	1.03	0.94	1.16	2670	0.000	1.22
Ecological approach of the company	3.88	3.66	1.03	1.13	4.86	2671	0.263	1.21
Leisure time	4.03	4.14	0.97	0.92	-2.82	2671	0.000	1.11
Work recognition	4.14	4.14	0.96	0.86	-0.11	2671	0.004	1.25
Basic salary	4.11	4.46	1.00	0.80	-9.83	2671	0.000	1.53

Note: Significantly important values are highlighted in bold.

between men in the region of the PRC surveyed and in the CR (Table 3). These differences are identified in the following motivational factors: workplace atmosphere, good working team, further financial reward, workplace communication, supervisor's approach, workplace safety and basic salary. This is confirmed by H2 in the male category.

A similarity in motivation requirements was found when the level of motivation among women in the Beijing municipality administration and in the CR was analysed. However, there are also statistically significant differences between women in the municipality of Beijing and their counterparts in the CR (Table 4). Statistically, significant

differences are determined within motivational factors: workplace atmosphere, good working team, workplace communication, supervisor's approach, workplace safety and basic salary. Based on this, we confirm H2 for the category of women.

The dependencies of the regions compared and the average values of the male and female categories for the basic salary motivation factor were investigated using the ANOVA HSD test. The results show that men's preferences in the CR are different from men and women in the Beijing administration municipality. Also, women's preferences in the CR are different from men and women in the region of

Table 3 Comparing the level of motivation among men in the PRC and the CR

Selected motivational factors	Mean (PRC)	Mean (CR)	Standard deviation (PRC)	Standard deviation (CR)	t	Degrees of freedom	p-level	F-ratio
Atmosphere at the workplace	4.11	4.48	1.00	0.71	-7.47	1247	0.000	1.98
Good working team	4.14	4.46	0.96	0.76	-6.39	1247	0.000	1.59
Further financial reward	4.10	4.28	1.01	0.81	-3.57	1247	0.009	1.56
Communication at the workplace	4.07	4.25	0.98	0.84	-3.48	1247	0.009	1.37
Content of the performed work	4.01	4.11	0.95	0.83	-1.90	1247	0.068	1.30
Supervisor’s approach	4.01	4.38	1.03	0.84	-6.89	1246	0.000	1.50
Workplace safety	3.99	4.17	1.00	0.97	-2.98	1247	0.003	1.06
Basic salary	4.02	4.45	1.05	0.80	-8.17	1247	0.000	1.73

Note: Significantly important values are highlighted in bold.

Table 4 Comparing the level of motivation among women in the PRC and the CR

Selected motivational factors	Women (PRC)	Women (CR)	Standard deviation (PRC)	Standard deviation (CR)	t	Degrees of freedom	p-level	F-ratio
Atmosphere at the workplace	4.22	4.54	0.91	0.71	-7.27	1422	0.000	1.62
Good working team	4.23	4.53	0.97	0.68	-6.79	1422	0.000	2.02
Further financial reward	4.19	4.26	0.94	0.77	-1.59	1422	0.138	1.50
Communication at the workplace	4.10	4.44	0.90	0.77	-7.59	1422	0.000	1.38
Content of the performed work	4.09	4.17	0.97	0.76	-1.65	1422	0.129	1.64
Supervisor’s approach	4.12	4.55	0.91	0.71	-9.79	1422	0.000	1.62
Workplace safety	4.10	4.28	1.07	0.85	-3.38	1422	0.001	1.56
Basic salary	4.19	4.47	0.94	0.81	-5.72	1422	0.000	1.34

Note: Significantly important values are highlighted in bold.

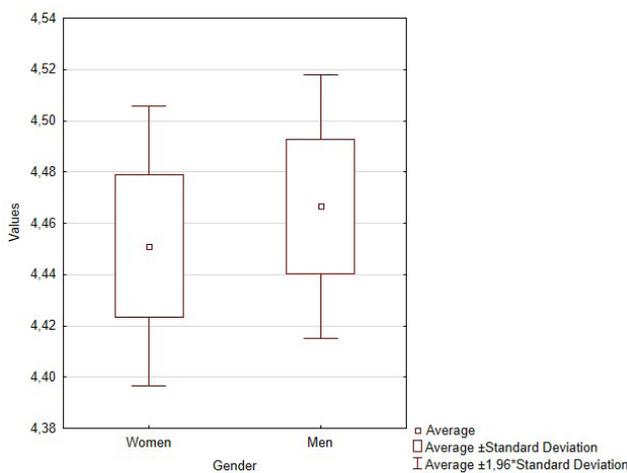


Fig. 1 Comparison of motivation factor – basic salary in CR

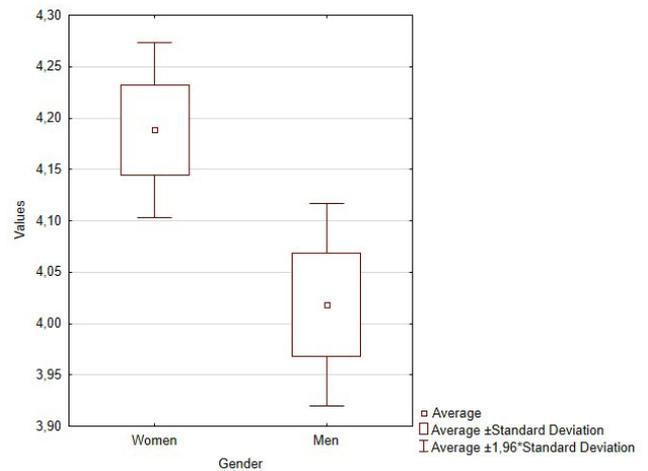


Fig. 2 Comparison of motivation factor – basic salary in PRC

Beijing for the basic salary factor (Figs. 1 and 2). From a gender perspective, there is a high gender similarity in the CR and a significant gender gap in the PRC (Table 5).

Also, the statistically significant differences in the significance level of 5 % between regions and gender are confirmed even in the motivational factor atmosphere at the workplace. We confirmed differences between men

and women in the CR and between men and women in the selected region of the PRC (Table 6, Figs. 3 and 4). For the motivating factor of a good working team (Figs. 5 and 6), there are also statistically significant differences between men and women in the CR compared to the region of Beijing (Table 7). Based on the results described in Tables 5, 6 and 7, the hypothesis H3 is confirmed.

Table 5 Region/gender dependency for motivation factor – basic salary

Unspecific N HSD; The marked differences are significant at the level of significance $p < .05000$

Region	Gender	CR		PRC	
		Men M=4.45	Women M=4.47	Men M=4.02	Women M=4.19
CR	Men		1.000	0.000	0.000
	Women	1.000		0.000	0.000
PRC	Men	0.000	0.000		0.021
	women	0.000	0.000	0.021	

Note: Significantly important values are highlighted in bold.

Table 6 Region/gender dependency for motivation factor – atmosphere at the workplace

Unspecific N HSD; The marked differences are significant at the level of significance $p < .05000$

Region	Gender	CR		PRC	
		Men M=4.48	Women M=4.54	Men M=4.12	Women M=4.22
CR	Men		0.722	0.000	0.000
	Women	0.722		0.000	0.000
PRC	Men	0.000	0.000		0.492
	women	0.000	0.000	0.492	

Note: Significantly important values are highlighted in bold.

Table 7 Region/gender dependency for motivation factor – good working team

Unspecific N HSD; The marked differences are significant at the level of significance $p < .05000$

Region	Gender	CR		PRC	
		Men M=4.46	Women M=4.53	Men M=4.15	Women M=4.23
CR	Men		0.346	0.000	0.000
	Women	0.346		0.000	0.000
PRC	Men	0.000	0.000		0.492
	women	0.000	0.000	0.703	

Note: Significantly important values are highlighted in bold.

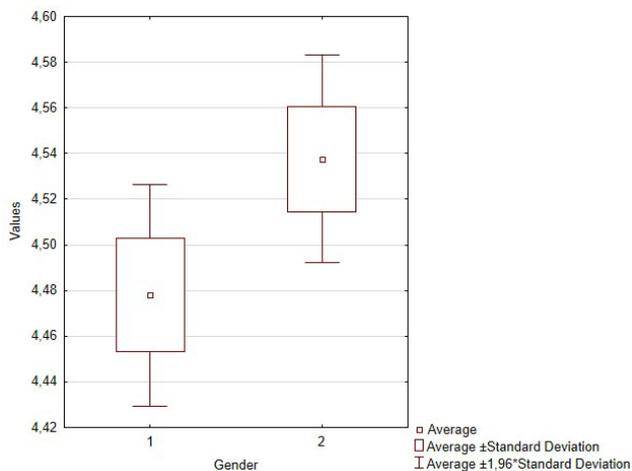


Fig. 3 Comparison of motivation factor – the atmosphere at the workplace in CR

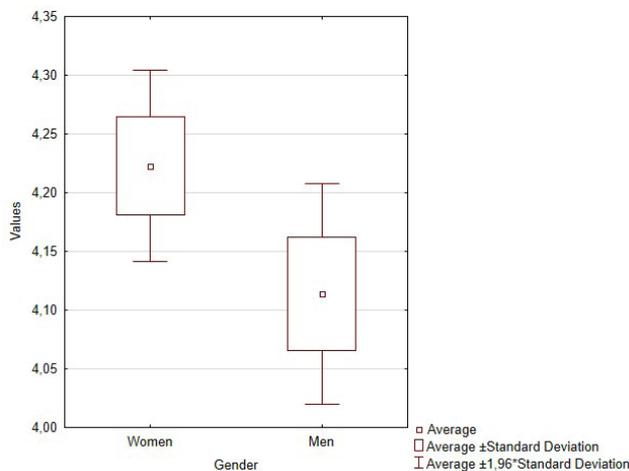


Fig. 4 Comparison of motivation factor – the atmosphere at the workplace in PRC

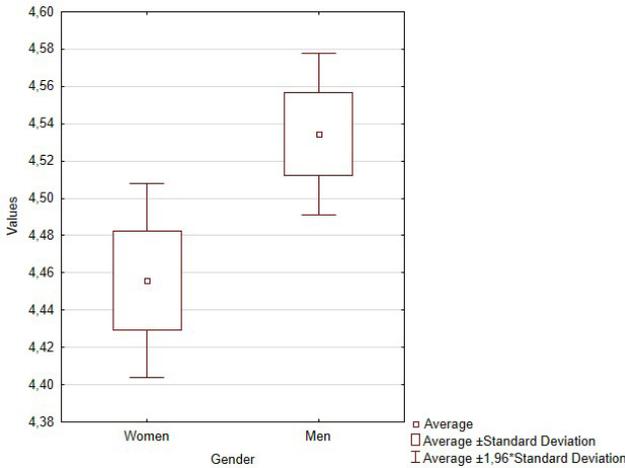


Fig. 5 Comparison of motivation factor – good working team in CR

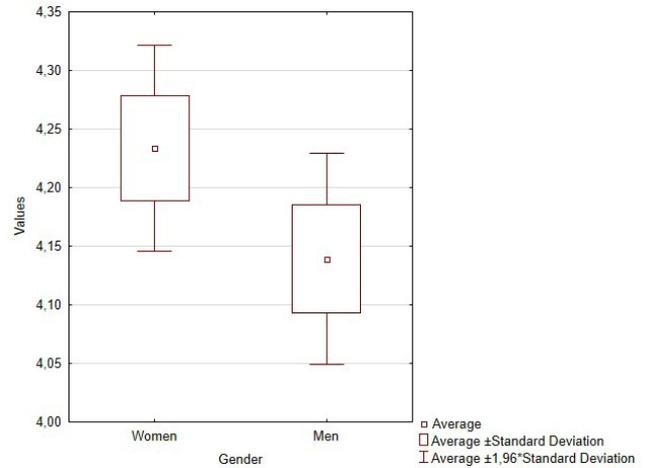


Fig. 6 Comparison of motivation factor – good working team in PRC

Linhartová and Urbancová (2012) claim that men put more emphasis on the financial side of work and the opportunity to evaluate than women. They work for a salary for most of their working life, while women often work part-time to have more time for family responsibilities. Therefore, the differences between men and women in working values can be reflected in differences in motivational factors. Several studies (Lepold et al., 2018; Sánchez-Sellero et al., 2018, Kertész et al., 2017; Němec et al., 2015; Sanchez-Sellero et al., 2013; Kropivšek et al., 2010; Osabiya, 2015) have shown that men earn more than women. One possible explanation is that male values of work lead to greater productivity in a traditional work environment and the reason for higher wages may be their greater labour value.

From the comparison of the motivation factors of the countries analyzed, it can be stated that the “basic salary” motivation factor - is one of the most important factors. However, the importance of this motivating factor also varies by region and gender. There are also differences within the regions and genders. Significant regional and gender differences were found for preferences for the motivational factors “workplace atmosphere” and “good working team”. Both factors are among the most important motivating factors in the CR as well as in the PRC. The results suggest that differences exist also within the regions according to gender, but they are not statistically significant.

4 Conclusion

Analysis of the results of our research into the level of employee motivation in the CR and the region of Beijing indicates that the motivation factors of the two regions

compared are significantly different. Employees of Czech enterprises are more demanding to reach the required level of motivation. Chinese employees are less demanding in most of the factors that Czech employees regard as key - a workplace atmosphere, a working team, a superior approach and a basic salary. The reasons can perhaps be found in the level of economic development of the two countries (Poór et al., 2018), their approach to employment of workers and the impact of the diversity of the cultures. In this case, the lower demands in terms of workplace atmosphere and a working team may be based on the level of collectivism in this culture (Hofstede, 2007). Lower demands on access to superiors, fairness of assessment, working conditions and basic salary can be explained by the higher power distance in Chinese society (Hofstede Insights, 2019). Factors involved in the formation of individual prestige are significantly more important for Chinese employees than for Czech employees. This can be explained by the Chinese concept of “face” (“mianzi”) (Smith, 2012). Face can be given (gei mianzi), gained (zengjia mianzi), or lost (diu mianzi). Therefore, it is a very important fact to maintain face (liu mianzi) because the loss of face has strong consequences for the functioning of the individual in society.

This concept has its roots in Confucianism and social harmony. “Face in Chinese Society” is a sociological expression of the desire to maintain social stability, hierarchy and respect, the need to be respected by others and not to feel embarrassed in social interactions. The factors which are most effective in gaining face for Chinese employees are: employer prestige, occupational prestige, empowerment and competencies, contribution to regional

development and education and personal growth (Buckley et al., 2010). This facial perception determines the respect, respect, pride and dignity accorded to the individual as a result of his social success and his practice. Based on these findings, there is a clear need to develop employee access so that leadership is able to identify their needs and expectations and set up a fair system of motivation by business leaders. Since the current rate of economic development requires an ever-increasing number of staff in the European Union, it is necessary to import labour from abroad. Considering the different needs of foreign employees, as well as their gender differences, will thus be increasingly necessary from the point of view of motivation.

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