

***To cite this paper:***

Fedorova A., Li X. (2024) The employee responsibility phenomenon: Chinese and Russian enterprises comparative study. *Human Progress*. 10 (3): 14. URL: [http://progress-human.com/images/2024/Tom10\\_3/Fedorova.pdf](http://progress-human.com/images/2024/Tom10_3/Fedorova.pdf). DOI 10.34709/IM.1103.14. EDN TCEIUR.

## **THE EMPLOYEE RESPONSIBILITY PHENOMENON: CHINESE AND RUSSIAN ENTERPRISES COMPARATIVE STUDY**

**Alena Fedorova**

Associate Professor Ural Federal University  
Yekaterinburg, Russia

**Xinlei Li**

Master's student Ural Federal University  
Yekaterinburg, Russia

**Abstract.** The article presents a comparative analysis of approaches to the perception of the phenomenon of employee responsibility in Chinese and Russian enterprises, discusses differences in understanding responsibility in the Chinese and Russian languages, as well as the impact of cultural characteristics on the formation of these concepts. Empirical data collection was carried out by the authors through an online survey of Chinese and Russian respondents. Narrative and comparative analyses of responses to questions related to the perception of responsibility at work allowed identifying similarities and differences in the interpretation of this phenomenon. The results showed that Chinese workers more often associate responsibility with compliance with rules and the need to justify the trust of management, while Russian workers link it to individual qualities and competencies. Perceptions of responsibility in Chinese enterprises are more closely linked to leadership and subordination, whereas in Russia they are more associated with personal characteristics and motivation of the worker himself. Practices for managing employee responsibility in Chinese companies can be useful for developing strategies for managing employee responsibility adapted to the specific conditions of Russian business.

**Keywords:** responsibility at work; employees' responsibility; online survey; narrative analysis; comparative analysis; personnel responsibility management.

**JEL codes:** J28; M14.

## References

1. Introduction to the philosophy of responsibility. Monograph / A.I., Orekhovsky [et al.]; edited by A.I., Orekhovsky. Novosibirsk: SibSUTI. 2005. 186 p.
2. Gorokhovskaya, A. What is responsibility? How to develop a responsible attitude to work. URL: <https://hr-media.ru/chto-zhe-takoe-otvetstvennost-kak-razvivat-v-sotrudnikah-otvetstvennoe-otnoshenie-k-rabote>.
3. Lebedeva, E. How to assess the responsibility of personnel. URL: <https://testwork.io/blog/ocenka-otvetstvennosti-personala/>.
4. Fedorova, A.E.; Ma, Ts. Employee responsibility as an object of management: a comparative analysis of Chinese and Russian approaches // Personnel and Intellectual Resources Management in Russia. 2023. Vol. 12. No. 2. P.: 100-106.
5. Study of responsibility and professionalism of employees. URL: <https://www.yjbys.com/qiuzhizhinan/show-181405.html>.
6. Investigation of the influence of a employees' sense responsibility on proactive behaviour at work. URL: [https://www.sohu.com/a/640318400\\_121443479?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.73.16781985988630 Yw6Ibh](https://www.sohu.com/a/640318400_121443479?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.73.16781985988630 Yw6Ibh).
7. The "Big Five" Personality Theory. Extraverted Personality Strengths and Career Development. URL: [https://www.sohu.com/a/615375981\\_100134992?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.6.1678199728370mE W59yB](https://www.sohu.com/a/615375981_100134992?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.6.1678199728370mE W59yB).
8. Wang, L. How to Use Responsibility to Stimulate Employee Labor Enthusiasm. URL: <https://www.jianshu.com/p/67113bb7e367>.
9. The boss is angry that the old employee has no sense of responsibility. URL: [https://www.sohu.com/a/638812997\\_120012574?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.6.1678191017344ra4AR1F](https://www.sohu.com/a/638812997_120012574?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.6.1678191017344ra4AR1F)) 2023-02-09.
10. The more responsible the workers, the less happy their families are! Experts: The reason is actually very simple. URL: [https://www.sohu.com/a/650537855\\_121663070?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.30.1678191017344ra4AR1F](https://www.sohu.com/a/650537855_121663070?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.30.1678191017344ra4AR1F).
11. Do employees lack a sense of responsibility? URL: [https://www.sohu.com/a/626640595\\_120012595?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.22.1678191017344 ra4AR1F](https://www.sohu.com/a/626640595_120012595?scm=1019.20001.1158002.0.0&spm=smcpage.news-list.22.1678191017344 ra4AR1F).
12. Employee sense of responsibility at work. URL: <https://www.ruiwen.com/word/yuangonggongzuo zerenxinxindetihui.html>.
13. Employee Responsibility Statement. URL: <https://www.diyifanwen.com/word/gongrenzerenshu.html>.

**Contact**

Alena Eduardovna Fedorova

Ural Federal University

19, Mira St., Yekaterinburg, 620102, Russia

[a.e.fedorova@urfu.ru](mailto:a.e.fedorova@urfu.ru)

Xinlei Li

Ural Federal University

19, Mira St., Yekaterinburg, 620102, Russia

[lx119970531@163.com](mailto:lx119970531@163.com)