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## UKRANIAN AND NIGERIAN BUSINESS CULTURE IN THE PERSPECTIVE OF HOFSTEDE'S 6-D MODEL

**Abstract.** *The subject of research is the comparison of business cultures of Ukraine and Nigeria. The research explores economic environments both countries. Some preconditions for establishing*

*business in both countries are analyzed. Additionally, the perspectives of economic cooperation between countries are analysed. The author focuses on the differences and similarities of business etiquette in both countries.*

**Анотація.** Предметом дослідження є порівняльний аналіз ділових культур України та Нігерії. Досліджується процес співпраці між ОПЕК і Нігерією. Розглянуто культурні, економічні та дипломатично-товарні співвідносини між Україною та Нігерією.

**Ключові слова:** бізнес-середовище, економічні відносини, міжнародна торгівля, видобування нафти, бізнес етикет, міжкультурна комунікація.

**Key words:** business environment, oil extraction, economic relationship, international trade, intercultural communication, business etiquette.

**Statement of the problem.** The recent progress in the economic development of Africa makes the continent's role in global economy crucial. Therefore, we find it important and acute to explore the economic and cultural backgrounds in Ukraine and African countries and to compare them. Being the most populous country within OPEC, Nigeria has around 198 million inhabitants. Hence, the country draws attention of many researchers. Unfortunately, the potential of Nigeria is still underestimated by Ukrainian scholars and businessmen.

While Nigeria and Ukraine are not the most popular destinations among those looking to set up their own business, entrepreneurs are attracted to the countries due to the natural resources, industrious and well-educated workforce. Moreover, the fact that English is the language of the Nigerian business adds to the country's attractiveness.

**Purpose of the research.** The aim of this paper is to analyze economic and cultural backgrounds of Nigeria and Ukraine in order to better understand the commonalities and differences in the approaches to establishing and maintaining bilateral business relations.

**The key findings: Nigeria.** Located on the Gulf of Guinea on Africa's western coast, Nigeria covers an area of around 924 thousand square kilometres. Abuja, the capital since 1991, has a population of more than one million. English is Nigeria's official language, although many local languages such as Hausa, Yoruba and Igbo are also spoken [1].

There are more than 250 cultural groups and more than 500 languages spoken in Nigeria. In fact, many Nigerians speak several languages. These will include the language of their community, the regional language associated with their ethnic group and English. Ethnic and cultural backgrounds play a key role in their daily lives and transactions [2].

In today's business, it is an established fact that culture plays a vital role or to a high degree influences the attitude, perception and decision making process of an individual. Culture is like an unavoidable state of rules and regulations that defines people's daily life in a particular environment or society hence Nigerian culture will be analyzed.

Culture is a comprehensive concept as it embraces almost all factors that influence an individual's reasoning process and shape behavior. It influences both our preferences, decisions and our general perspective about the world around us. Considering the fact, that most human behaviors are not innate but learned shows that culture is acquired over time. Many authors, philosophers, historians, sociologists,

anthropologists and linguists have written and argued in different perspectives the actual meaning of culture, but one point remains that culture is an unavoidable part of human daily life [3].

Nigeria is a country with many cultures and tribes. Nigeria has about 371 tribes with cultures as many as the tribes. For the purpose of this assignment, we will focus on the three major cultures in Nigeria which are *Ibo Culture, Yoruba Culture and Hausa Culture*.

**Ibo Culture:** The Ibos are located in the South-East part of Nigeria with 5 states which includes (Anambra State, Imo State, Enugu State, Ebonyi State and Abia State). They are agriculturists as most of the families especially in the villages survive through subsistence farming. Apart from farming, the Ibos are known for their astuteness in trading and business. When you talk about business in Nigeria, then it is referred to mostly the Ibo tribe as they are very versatile in trade. The Ibo people have so much confidence in themselves and believe in equality and fairness and always believe that honesty is the way to success in life. This could be justified by the fact that the Ibos though have Traditional Rulers (Kings) known as «Eze» in Ibo, compared to other tribes in Nigeria does not have the absolute power to make decisions that is binding on others. This made it impossible for indirect rule of the British colonial Masters to work in Ibo land as no one person has the final decision. The Ibos believe in democracy and always use representatives who are known as Chiefs to represent each clan in the Eze's cabinet. The Ibos practice communism and value extended family system and the man is seen as the head of the family, he makes most decisions though seeks opinions and views of his family members [3].

**Yoruba Culture:** The Yorubas are located at the South-West part of Nigeria with sixteen Kingdoms and 6 states. The Yoruba's are known for their agricultural activities, fishing and also business. It could be noted that the Portuguese and their slave trade had a lot of acceptance and tolerance by the Yoruba. Most of their men and women were sold on slavery which has made them to scatter in many parts of the world. Today the Yoruba's are seen in Cuba, Brazil, Haiti, Puerto Rico, and Trinidad speaking the Yoruba language and practicing their culture. They are highly respectful and see age as an advantage (the older you are the more respect you earn). Family is of great importance and the extended family system is highly appreciated. They are governed by the Kings known as «Oba». The Obas are very influential and take decisions that bind on other members of the society, this assisted indirect rule of the British colonial masters to be successful in the Yoruba land. The Yoruba people are very religious and worship a lot of deities. With the coming of the white missionaries to Nigeria, the Yoruba land was the first place that Christianity was accepted in Nigeria and later the introduction of Islam, which was also accepted by many. The acceptance of both Christianity and Islam in great proportion could be evidence that the Yorubas are open minded and ready to adventure [3].

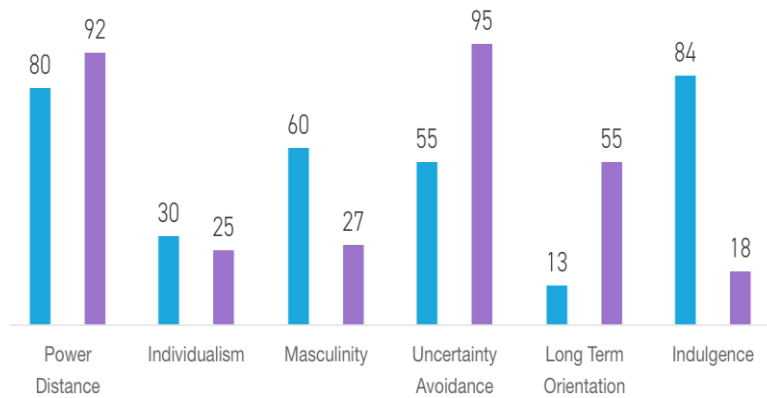
**Hausa Tribe:** The Hausas are in the Northern part of the country, with the highest size in land marks and population in Nigeria. The Hausas are mostly peasant farmers and herdsmen and live mostly in their villages for easy access to their farms and cattle. The culture of the Hausas permits them to be governed by the Emirs who are so powerful and influential that their words are laws and the Emirs are selected from a

ruling lineage by cleric council known as «Mallamai». This great influence of the Emirs was as a result of their hidden support by the Colonial Masters. It could be traced that the indirect rule in Nigeria was very efficient in the Northern Nigeria owing to the supremacy of the Emirs which were being used to rule by the British Colonial Masters. The Hausas are religious in nature and more than 90 % of them are Muslims. Based on their religious doctrine and culture, the women are seen as second class being and not allowed to work or go to school while the men are the head and in charge of all issues concerning the family [3].

**The key findings: Ukraine.** We now switch to the brief overview of Ukrainian business culture. Although Ukrainian is the only official language in Ukraine, majority of the population in Ukraine is bilingual and speaks Russian, especially in urban cities. Therefore, knowing Russian would be sufficient to effectively communicate and do business in Ukraine. An important fact to remember is that Ukrainians are well known for their hospitality. Inviting people home and visiting each other is what Ukrainians really enjoy doing on a daily basis. It involves business relationships as well. When starting a business with someone it is very common to invite a new partner home that will usually involve eating plenty of traditional food, drinking and joining in long conversations. It is very likely that if two partners don't feel they could get along as friends, their business will not move on any further. This aspect could often cause some difficulties for foreigners, particularly if they wish to keep their lives private from business and are non-drinkers. Feeling comfortable with each other is crucial for most Ukrainians in starting business together. That is why most successful businesses include families and close friends, because being able to trust and rely on each other is what's valued the most.

Being late is the norm for Ukrainians and business meetings could be frequently cancelled or rescheduled. Thus, being able to adjust to these cultural differences and realize that it is a norm in one country is very important. Ukrainians often rely on the power of personal contact. Having connections with government officials is particularly prized since that usually means easy resolution of problems. Since government and businesses constantly play games with each other, it is always good to have a personal connection with someone in the government to avoid getting penalized by conflicting policies and regulations. Another aspect that any foreigner should be aware of is the leadership style in most Ukrainian firms. Unlike in Western countries Ukrainians are usually not prepared for leadership roles by their society. That is why one can find that after gaining a leadership positions, many Ukrainians become rather authoritarian and feel that they possess a lot more power than they should towards their coworkers. The leaders who will in return demand subservience from their employees will do most of decision-making. Although there are firms who have successfully adapted to Western styles of work environment, most of the time one will find that this is more or less how business culture is in Ukraine [4].

**Ukraine and Nigeria through the lens of the 6-D Model.** If we explore the Ukrainian and Nigerian cultures through the lens of the 6-D Model, we can get a good overview of the deep drivers of both cultures and compare them.



*Pic. 1. Source [6]*

*Note: Blue — Ukraine; Violet — Nigeria*

The mentioned above cultural variables result in the following cultural norms, which have to be considered by those professionals who are going to conduct business in Nigeria and Ukraine.

#### **POWER DISTANCE**

<b>Ukraine</b>	<b>Nigeria</b>
Ukraine, scoring 92, is a country where power holders are very distant in society. Being the largest country entirely within Europe and being for almost a century part of the Soviet Union, Ukraine developed as a very centralized country. The discrepancy between the less and the more powerful people leads to a great importance of status symbols. Behavior has to reflect and represent the status roles in all areas of business interactions: be it visits negotiations or cooperation; the approach should be top-down and provide clear mandates for any task.	Nigeria scores high on this dimension (score of 80) which means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat

#### **INDIVIDUALISM**

<b>Ukraine</b>	<b>Nigeria</b>
If Ukrainians plan to go out with their friends they would literally say «We with friends» instead of «I and my friends». Family and friends are extremely important to get along with everyday life's challenges. Relationships are crucial in obtaining information, getting introduced or successful negotiations. They need to be personal, authentic and trustful before one can focus on tasks and build on a careful to the recipient, rather implicit communication style.	Nigeria, with a score of 30 is considered a collectivistic society. This is manifest in a close long-term commitment to the member 'group', be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount, and over-rides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies offence leads to shame and loss of face, employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion decisions take account of the employee's in-group, management is the management of groups.

## MASCULINITY

Ukraine	Nigeria
<p>Ukraine's relatively low score of 25 may surprise with regard to its preference for status symbols, but these are in Ukraine related to the high Power Distance. At second glance one can see, that Ukrainians at workplace as well as when meeting a stranger rather understate their personal achievements, contributions or capacities. They talk modestly about themselves and scientists, researchers or doctors are most often expected to live on a very modest standard of living. Dominant behavior might be accepted when it comes from the boss, but is not appreciated among peers.</p>	<p>Nigeria scores 60 on this dimension and is thus a Masculine society. In Masculine countries people «live in order to work», managers are expected to be decisive and assertive, the emphasis is on equity, competition and performance and conflicts are resolved by fighting them out.</p>

## UNCERTAINTY AVOIDANCE

Ukraine	Nigeria
<p>Scoring 95 Ukrainians feel very much threatened by ambiguous situations. Presentations are either not prepared, e.g. when negotiations are being started and the focus is on the relationship building, or extremely detailed and well prepared. Also detailed planning and briefing is very common. Ukrainians prefer to have context and background information. As long as Ukrainians interact with people considered to be strangers they appear very formal and distant. At the same time formality is used as a sign of respect.</p>	<p>Nigeria receives an intermediate score of 55 on this dimension, which does not show a clear preference.</p>

## LONG TERM ORIENTATION

Ukraine	Nigeria
<p>With a moderately score of 55, Ukraine is seen to not express a clear preference on this dimension.</p>	<p>Nigeria scores very low (13) on this dimension, meaning that its culture is normative instead of pragmatic. People in such societies have a strong concern with establishing the absolute Truth; they are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results.</p>

## INDULGENCE

Ukraine	Nigeria
<p>The Restrained nature of Ukrainian culture is easily visible through its very low score of 18 on this dimension. Societies with a low score in this dimension have a tendency to cynicism and pessimism. Also, in contrast to Indulgent</p>	<p>With a very high score of 84, Nigerian culture is said to be one of Indulgence. People in societies classified by a high score in Indulgence generally exhibit a willingness to realise their impulses and desires with regard to enjoying life and having fun. They possess</p>

societies, Restrained societies do not put much emphasis on leisure time and control the gratification of their desires. People with this orientation have the perception that their actions are Restrained by social norms and feel that indulging themselves is somewhat wrong.	a positive attitude and have a tendency towards optimism. In addition, they place a higher degree of importance on leisure time, act as they please and spend money as they wish.
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*Pic. 2. Source [6]*

At present, Nigeria is Africa's premier state in terms of GDP. Unfortunately, Ukraine's place on this promising market is quite modest — 0.11 percent of Nigeria's total commodity turnover. According to the State Statistics Service of Ukraine the volume of trade between Ukraine and Nigeria in 2018 amounted to 106.45 million USD. In better times, our turnover was about 300 million dollars, but it has been maintained at the level of 100 million in the past few years [9].

Meanwhile, there is a basis for serious economic cooperation. On February 19, 2019 Ambassador of Ukraine to Nigeria Valerii Aleksandruk met with Director-General of National Agency for Food and Drug Administration and Control of Nigeria M.C. Adeyeye.

The issues of access of Ukrainian companies to the Nigeria market, as well as the certification of goods of Ukrainian manufacturers were discussed during the meeting. Cooperation looks promising in such areas as: supplying of chemical, metallurgical, shipbuilding, machine-building and aviation industries, gas-extraction, refining and energy industries looks promising; the construction of production plants to meet the needs of agriculture in Nigeria (fertilizers, fodder, small equipment, etc.), as well as processing plants for the production of tropical agriculture for export to other countries, etc.

The main area of Ukraine-Nigeria cooperation in the humanitarian sphere is the cooperation in the field of education. In this context, the Embassy takes steps in gaining interest of the Nigerian youth to get education in our country. The Embassy of Ukraine in Nigeria keeps working purposefully to hold the image of Ukraine as one of the leading countries in the field of high-quality education. On April 12, 2019, in the framework of the Days of Ukrainian Education in Nigeria «Study in Ukraine», Ambassador of Ukraine to Nigeria and members of the Ukrainian delegation met with the Permanent Secretary of the Ministry of Education of Nigeria S.T.Echono [10].

The issues of expanding cooperation between Ukraine and Nigeria in the field of education reveal themselves at Kyiv National Economic University named after Vadym Hetman. KNEU can boast a community of Nigerian bachelor- and master-students who contribute to the policy of multiculturalism pursued by the University.

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## **THE VALUE OF EDUCATION FOR YOUNG GENERATION IN SOUTH KOREA**

**Abstract.** *The present article describes the cultural and historical background of the current educational trends in South Korean youngsters group. The core analytical data is presented also, to demonstrate the tendencies, obstacles and forecasts on the issue of growing interest in education amongst the youth. The aim of the article is to analyze the position of South Korea amidst Asian countries as a country for «brain» migration.*

**Анотація.** *Дана стаття описує культурне та історико-політичне підґрунтя сучасних тенденцій в сфері освіти серед південнокорейського підростаючого покоління. Також представлені основні аналітичні дані, аби продемонструвати тенденції, перешкоди та прогнози щодо зростання інтересу до освіти серед молоді. Метою статті є проаналізувати позицію Південної Кореї серед азіатських країн, як потенційної країни для «міграції умів».*

**Key words:** *Korean youth, Korean education, social status in South Korea, hierarchy, innovations in educational sysytem in South Korea, trends in South Korean education.*

**Ключові слова:** *корейська молодь, корейська освіта, соціальний статус у Південній Кореї, ієрархія, інновації в системі освіти Південної Кореї, тенденції в південнокорейській освіті.*

**Statement of the problem.** In the highly rated and even overrated perspectives of globalized society, the today's world is quite a borderless space, where the systems are being combined, newly shaped and innovated. Such systems as labour and education are subject to changes the most. The new methods of education and further creation of