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INDIVIDUALISM VS COLLECTIVISM IN UKRAINE

***Анотація.** У статті йдеться про зміни у балансі індивідуалістських та колективістських українських культурних тенденцій, що відбуваються під впливом глобальних політичних та економічних змін.*

***Ключові слова:** глобалізація, всеохоплюючі зміни, індивідуалістські та колективістські культури, життєздатність національного бізнес-середовища.*

***Abstract.** The article draws our attention to the paradoxical collision of the global trends to integrate and to disintegrate both culturally and economically.*

***Key words:** globalization, versatile changes, individualistic and collectivistic cultures, cultural self-determination, viability of national business.*

Introduction. Globalization is a process, which leads to a great versatility of changes affecting all spheres of life. Even though, according to E. Azroyants one of the prominent trends in this process is integration, which results in assimilation and standardization, this integrational movement usually meets opposition, which is called disintegration, and which leads to economic and cultural self-determination [1].

Globalization was triggered by the emergence of such form of business organization as Multinational Corporation, which brought about the necessity of adapting to cultural differences within subsidiaries. Such adjustments are crucial in determining viability of business on the global arena by helping to coordinate activities in a proper way in order to maintain the maximum level of motivation, productivity and efficiency балансі

Consequently, as cultural issues have caused a lot of resonance in the world, numerous researches started digging into this question. One of the most worldwide accepted theories, created to measure and identify cultural peculiarities, is the theory of Cultural Dimensions, developed by Geert Hofstede. It defines cultures of different countries in aspects of «Power Distance», «Masculinity», «Individualism», and «Long-Term Orientation» [2].

Individualism vs Collectivism in Ukraine. Proper interpretation and implementation of the outcomes of Hofstede's research can enable managers, doing business in foreign countries, to see a more explicit picture of employees', partners' and consumers' incentives and values and, therefore, both predict their behavior and create effective motivational programs.

Ukraine is one of the countries with yet unsaturated capital markets and outstanding relatively cheap labour resources, which makes it attractive for foreign investors and businesspersons. Additionally, what these potential investors should keep in mind is cultural dimensions of Ukraine.

One of the most interesting issues in Ukrainian culture is determining whether it is individualistic or collectivistic. According to Hofstede's findings, Ukraine demonstrates features of collectivism [3]. The score of Individualism in Ukraine is 25, which is rather low, indicating that collectivistic philosophy of life is prevalent in this country.

Hofstede defines collectivism as «a society in which people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for «unquestioning loyalty» [3]. This explanation seems relevant to most Ukrainians and has deep historical roots.

Firstly, modern Ukrainians have evolved from ancient foragers and agrarians, living on its territories centuries ago and enjoying its highly productive soils [4]. In agrarian-type societies being a member a group was crucial for survival, since only joint efforts could result in rich enough harvests. This circumstance formed the base for collectivism in Ukraine.

Afterwards, while the process of industrialization has resulted some in escalating level of individualism in some other former-agrarian countries, Ukraine became a part of the Soviet Union, in which establishing absolute collectivism was one of the official priorities in the development strategy. Forced collectivization and massive propaganda were exercised in order to reach this goal. These efforts have fortified collectivistic system of values in Ukraine.

However, after Soviet Union's collapse in 1991, Ukraine finally gained its independence. This also was accompanied by the process of opening the borders and freeing mass media and people's minds from the influence of the propaganda machine. The new generation of Ukrainians was born and is now grown-up enough to make a difference and to shape new Ukraine with altered values. The emergence of this new generation has caused heterogeneity among Ukrainians as to the level of individualism. Even though this shift in philosophy of millennial generation of Ukrainians is reflecting the global trend among youngsters, described in the journal *Psychological Science* in 2015 [4], in Ukraine this phenomenon has been catalyzed by rapid growth of income inequality, which is in direct relation with the level of individualism [5].

However, the above-mentioned trend of young Ukrainians becoming more individualistic faces the opposition of spreading of collectivistic values, which is a result of the harsh times the Ukrainian economy has experienced recently [6]. As these trends collide, they create a phenomenon, which I would call «parasitic collectivism». It tries to combine only the convenient to an individual features of both individualism and collectivism at the same time trying to avoid all the personal responsibilities,

presupposed by these systems of values. People, living with such ideology, tend to rely on governmental support at the same time fully taking credit for their personal achievements and forgetting about having to give the “unquestioning loyalty” in return for all the provided support.

Conclusion. To conclude, it is reasonable to perceive consumers in Ukraine as collectivistic. However, when it comes to business culture and to the prospect of receiving some personal benefits, Ukrainians tend to exhibit more individualism, especially the representatives of the younger generation.

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JOB-SEEKING AND WORK OPPORTUNITIES IN UKRAINE: EQUALITIES AND INEQUALITIES

Анотація. У статті надається огляд інтернет ресурсів та законодавчих актів щодо потенціалу українського ринку праці та його можливостей задовільнити потреби випускників вітчизняних ВНЗ.

Ключові слова: ринок праці, працевлаштування молодих спеціалістів, можливості кар'єрного зростання, компетенції та навички, міжкультурна комунікація.

Abstract. The article contains the overview of the international sources concerning the potential of Ukrainian labour market and career opportunities, which it provides for young graduates. It also highlights competences and skills to meet the demands of the globalized world.

Key words: Ukrainian labour market analysis, career opportunities, career strategy, skill and competences requirements for job vacancies in Ukraine.

Background. Employment relations in Ukraine are generally governed by the Labour Code. The Labor Code of Ukraine is based on the idea that workers, as opposed to employers, are the presumed «weaker party» and are therefore in need of greater protection by the state. The Labor Code, which is based on the former Soviet Labor Code and was adopted in 1971, provides many employee protections not common in the United States. The Labor Code governs wages, leave, the right to collective bargaining,