• Economic system is also recovering from the repercussions of recent political upheaval that is why it is too early to say that a solid background for financial safety has been developed in Ukraine.

Overall, it will take some time to stabilize the economic system of Ukraine and only then, the talks about financial literacy of Ukrainians could be raised. As of now, too many people are primarily concerned with their income just to maintain their level of life that is why financial literacy is not the focal point of their attention.

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UKRAINIAN AND ZIMBABWEAN BUSINESS CULTURES IN THE PERSPECTIVE OF HOFSTEDE'S 6-D MODEL

Abstract. *This paper explores the culture of Zimbabwe, compared to Ukrainian culture with the help of Hofstede's 6-D Model.*

Key words: *6-D Model, individualism, collectivism, power distance, masculinity, femininity, uncertainty avoidance, indulgence, long-term orientation, basic etiquette, business do's and taboos, verbal and non-verbal communication, business culture, trade and economic cooperation.*

Анотація. *Об'єктом дослідження є культури Зімбабве та України, які порівнюються через призму 6-D моделі Хофстеде.*

Ключові слова: *6-D модель, індивідуалізм, колективізм, дистанція влади, маскулінність, фемінність, уникнення невизначеності, довгострокова орієнтація, основний етикет, вербальне та невербальне спілкування, ділова культура, торгово-економічне співробітництво.*

Introduction. Zimbabwe is a country in southern Africa, bordering South Africa, Mozambique, Zambia and Botswana. It is mostly populated by the Shona people, the majority of whom are Christian. However, the country also has a great diversity of languages, communities, beliefs and customs. The dominant culture of Zimbabwe has significantly changed from its traditional form under the influence of British colonisation, technology and contemporary social pressures. However, most Zimbabweans maintain deep respect for and connection to their ancestors and heritage, despite urban migration and globalization [1].

Let us explore the culture of Zimbabwe through the lens of the Hofstede's 6-D Model and compare it with the Ukrainian one (Figure 1) [2, 3].

Power distance index: 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.

Zimbabwe has a high degree in this index as well (64). There is a strong cultural hierarchy of respect based on age that affects all interactions in Zimbabwe.

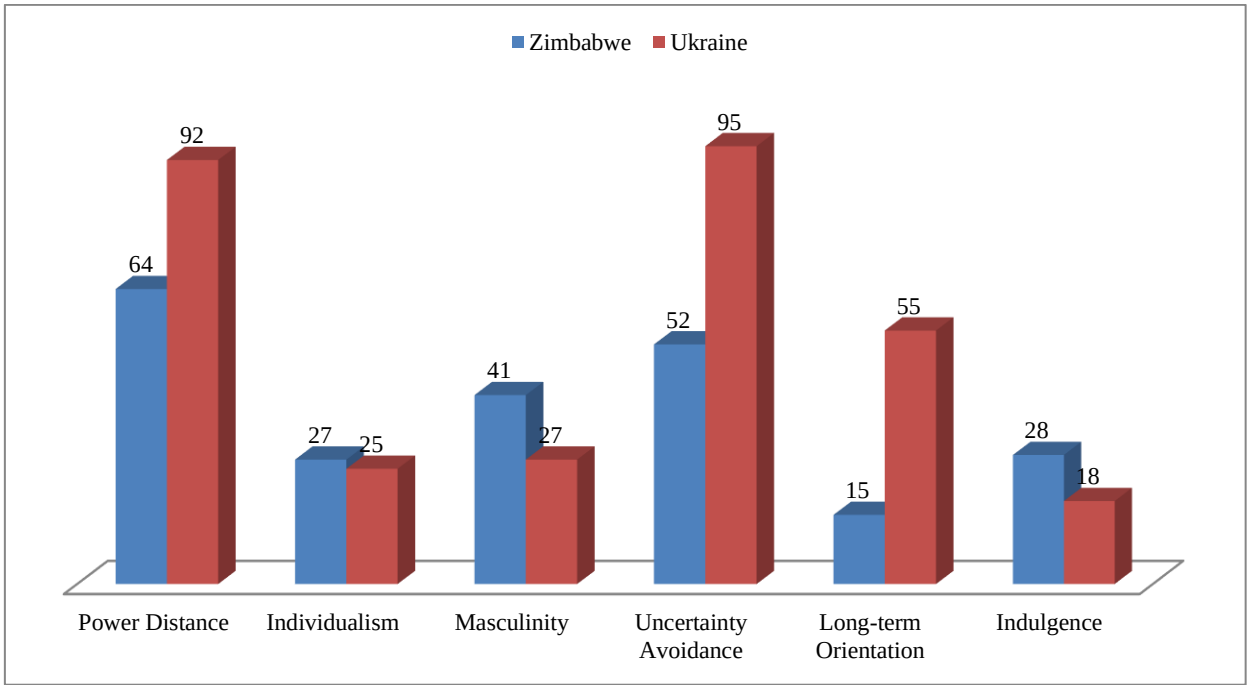


Figure 1. Hofstede's cultural dimensions of Zimbabwe and Ukraine

Those who are older are presumed to be superior, wiser and more knowledgeable. Hence, heightened respect should be shown to elders. One is expected to always allow their opinion to prevail, never argue with them and never answer back. Expect social situations to be slightly segregated by age whereby children are noticeably excluded from jokes and «adult conversations».

Zimbabweans are also status-conscious since the differences between social classes are also quite noticeable. People tend to be quite proud of their achievements and show off their wealth. Compliments about someone's wealth are more likely to boost their confidence than make them feel awkward. The way people dress and eat can also be a social indicator between those that are impoverished, those that work in agriculture and live in rural areas, and those that live in the cities. Zimbabweans generally identify themselves by their region of birth when getting acquainted with someone, as this implies their linguistic background and, in some cases, their social attitudes and politics.

Individualism vs. collectivism. Both Zimbabwe and Ukraine are collectivistic cultures, scoring 27 and 25 on this dimension. In collectivistic societies, people belong to «in groups» that take care of them in exchange for unquestioning loyalty [4].

Zimbabwean tribes and communities are traditionally collectivistic. People tend to put their group or family's interests before their own, receiving support, protection and a sense of belonging in return.

Zimbabweans are often observed as being very warm, welcoming and engaging. They are also quite formal and non-confrontational. People generally seek to appease and avoid any disagreement or friction that could offend someone's honour. Hence, Zimbabweans may be overly accommodating of other people's opinions or reluctant to speak their mind if they feel their honesty could embarrass others. This is partly because there is a strong cultural value placed upon considerate behaviour, manners and politeness. One's manners are generally thought to reflect their integrity and quality as a person. Every distinct social and ethnic group in Zimbabwe has a particular model for what they consider to be correct and polite decorum. For example, the largest group, the Shona, refer to one's knowledge and compliance with socially acceptable behaviour as «*tsika*» [5].

Masculinity vs. femininity. Both countries have low scores on this dimension (27 and 41). It means that the dominant values in society are caring for others and quality of life. A Feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable.

Zimbabwean society is generally very patriarchal. While there are some minority tribal, groups that are matrilocal and matrilineal, men generally hold more decision-making power. Within the family, the oldest male (usually the father) is the patriarch and is expected to be the breadwinner for the entire household. The oldest brother/male child is then thought of as the second father. The women are typically expected to be obedient to their husband and not to disagree or challenge his views. A woman may have more authority over family members that are not her husband. For example, an aunt (*tete*) has more power to openly criticise and preside over family disputes. However, generally, men are more commanding of the public sphere and political leadership is male dominated.

Those women who are educated and engaging in wage-labour are starting to seek more decision-making power. Currently, law based on cultural customs discriminates against their rights to part-time work and inheritance. Traditionally, Zimbabwean women engage in much of the labour and farming required in day-to-day operation. Their traditional economic activities include gardening, raising poultry and baking to supply additional household goods and income.

Many men have migrated to urban centres for work, leaving elders, women and children in rural areas. This has led to a rise in female-headed households whereby women have to look after everyone in the family. Women now outnumber men in the agricultural sector [1].

Uncertainty avoidance index. Scoring 95, Ukrainians feel very much threatened by ambiguous situations. We choose stiff codes of behavior, guidelines, laws, and generally rely on absolute truth. Zimbabwe has a lower degree in this index (52). The society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is flowing more smoothly.

Long-term orientation vs. short-term orientation. This dimension associates the connection of the past with the current and future actions/challenges. Ukraine, with a higher degree in this index (55) views adaptation and circumstantial, pragmatic problem solving as a necessity.

Zimbabwe, scoring 15, is a short-term oriented culture, which means that traditions are honored and kept, while steadfastness is valued. There is a great emphasis on communal gathering within tribes, where people share stories, music, songs and dance. Indeed, Zimbabwean culture has a long tradition of storytelling and folklore that provides each generation with a sense of connection to their history and ancestors. These stories also provide communities with a unified understanding of their group's origins [5].

Indulgence vs. restraint. Indulgence index is low in both countries (18 and 28). Zimbabwe and Ukraine are restrained cultures that do not put much emphasis on leisure time and control the gratification of their desires. Societies with a low score in this dimension have a tendency to cynicism and pessimism. People with this orientation have the perception that their actions are restrained by social norms and feel that indulging themselves is somewhat wrong.

Verbal Communication. Zimbabweans are indirect communicators, which differs them from Ukrainians. They generally seek to avoid friction in any conversation. Thus, to be blunt and frank is not advisable. In an effort to be respectful, Zimbabweans come across as quite agreeable and accommodating. They rarely openly express criticism and prefer to take an indirect approach to any corrective remarks. The level of directness in conversation will vary depending on your relationship with a person. For example, if there is a large age difference, the younger person will adopt a very deflective and respectful tone. Between two peers of the same age, a Zimbabwean is likely to be more open about how they feel. Generally, if a Zimbabwean disagrees with something or is discontent, they are more likely to show it nonverbally. For example, they may become colder to you and choose not to follow your instructions.

Zimbabwean culture is quite formal, so unlike Ukraine, humour can be misplaced and seen as a lack of respect. It is best to avoid being sarcastic as the Ukrainian style as sarcasm can be misunderstood by Zimbabweans and taken at face value.

Non-Verbal Communicaton. The body language is very much alike in both countries, though there are some differences, which we would like to highlight.

In both cultures, it is common to keep an arm's length of personal space. However, Zimbabweans may sit and stand slightly closer together. Men and women usually keep their distance from one another.

Physical affection between men and women can embarrass Zimbabweans, especially those from rural areas. Holding hands is acceptable. However, if you are a man, do not touch a married Zimbabwean woman even in a friendly way. This is socially unacceptable in Zimbabwe.

Both in Ukraine and Zimbabwe direct eye contact is normal during conversation, especially in casual situations. However, people divert their gaze from those who are older or of a higher status than them and women generally lower their gaze from men. It

is best to look away intermittently to avoid appearing disrespectful. To stare directly at someone older than you is considered disrespectful.

Trade and economic cooperation between Ukraine and Zimbabwe.

Building a large-scale cooperation with Africa is an important direction of Ukraine's foreign policy. An important event in Ukraine's relations with the African continent in 2014 was the 15th Summit of the International Organization of the Francophonie (Dakar, Senegal), attended by Minister for Foreign Affairs of Ukraine Pavlo Klimkin. It was the first for many years official visit of the Head of Ukraine's Foreign Ministry to Sub-Saharan Africa. On June 22, 2016, Ukraine officially obtained the observer status in the African Union.

An important factor of Ukraine's cooperation with Zimbabwe is foreign trade. According to the information of the State Statistics Service of Ukraine, in 2016 trade turnover in goods between Ukraine and Zimbabwe made 14,2 million USD, increasing 2-, 1-fold in comparison with 2015. Export of commodities from Ukraine to Zimbabwe made 5,3 million USD increasing 31, 3-fold, and import of goods from Zimbabwe to Ukraine made 8,9 million USD increasing by 34,5%. Bilateral trade balance was negative for Ukraine and amounted 3,56 million USD [6].

Conclusion. Both Ukraine and Zimbabwe are traditionally considered to be collectivistic cultures. However, the modern Ukrainian society is heterogeneous, concerning the views on individualism and collectivism. The western regions of Ukraine are closer to European countries and tend to have a bit higher level of individualism, but the common spirit of integrity is still maintained.

Therefore, we would like to suggest the following considerations for doing business within a collectivistic culture:

• First, be aware of face-saving concerns, especially in terms of balancing humiliation and pride, respect and disrespect, and shame and honor.

• Second, be patient and observe mindfully, and give yourself a few seconds before responding. Consider that collectivists tend to focus on «how» questions, so limit your «why» questions.

• Third, be mindful listeners and pay attention to nonverbal cues.

In both cultures, communication is shaped to protect relationships. The rules governing directness and emotional expression, are quite constraining when communicating within the group and relatively loose when communicating with people outside the group. When doing business with the representatives of Ukraine or Zimbabwe, it would be wise to bear in mind the following priorities: «We» identity; Group goals; Intergroup emphasis; Obligatory reciprocity and Management of groups.

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GENDER PECULIARITIES OF EMPLOYMENT AND UNEMPLOYMENT ON UKRAINIAN LABOR MARKET

Анотація. *У статті досліджуються гендерні особливості зайнятості та безробіття на ринку праці в Україні. Мета статті — проаналізувати гендерні особливості зайнятості та безробіття на ринку праці в Україні.*

Ключові слова: *гендерна рівність, гендерні ролі, фемінність, маскулінність, ринок праці, зайнятість, безробіття.*

Abstract. *This paper explores gender peculiarities of employment and unemployment on the Ukrainian labor market. The objective of this article is to understand gender peculiarities of employment and unemployment and specify the impact of cultural variables on them.*

Key words: *gender, employment, unemployment, MAS index.*

Introduction. Worldwide there is no relationship between the masculinity or femininity of a society's culture and the distribution of employment over men and women. An immediate relationship between a country's position on this dimension and the roles of men and women exists only within the home. Outside the home, men have historically dominated, and only in the wealthier countries — and this only recently in history — have women in any numbers been sufficiently freed from other constraints to be able to enter the worlds of work and politics as men's equals. Lower-class women have entered work organizations before, but only in low-status, low-paid jobs — not out of a need for self-fulfillment, but rather out of a need for material survival of the family. Statistics therefore show no relationship between a country's share of women working outside the home per se and its degree of femininity. Feminine wealthier countries do have more working women in higher-level technical and professional jobs [1].

However, in Ukraine the negative trends concerning women's employment have a detrimental effect on the demographic situation of the country, as well as on social relations.

Gender inequality is a social phenomenon that is caused not by biological differences between women and men, but primarily by the fact that economic, political and social resources are unevenly distributed.

There are the following manifestations of modern gender inequality on the labor market in Ukraine: