



**НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
ПОЛТАВСЬКА ПОЛІТЕХНІКА
ІМЕНІ ЮРІЯ КОНДРАТЮКА**

ЗБІРНИК МАТЕРІАЛІВ

**76-ї НАУКОВОЇ КОНФЕРЕНЦІЇ ПРОФЕСОРІВ,
ВИКЛАДАЧІВ, НАУКОВИХ ПРАЦІВНИКІВ,
АСПІРАНТІВ ТА СТУДЕНТІВ УНІВЕРСИТЕТУ**

ТОМ 1

14 травня – 23 травня 2024 р.

MANAGEMENT STYLES IN THE USA VS. UKRAINE

Management practices in the USA and Ukraine differ significantly, shaped by their distinct cultural, historical, and economic contexts. Understanding these differences is crucial for effective cross-cultural collaboration and business success.

Cultural influences on management practices are:

- **Power distance.** In the USA, a flatter organizational structure and more egalitarian approach are common. Ukraine tends to have a higher power distance, with more centralized decision-making and a clear hierarchy.
- **Individualism vs collectivism.** American management emphasizes individual achievement and competitive spirit. Ukrainian culture is more collectivist, valuing group harmony and loyalty to the organization.
- **Uncertainty avoidance.** The USA has a lower tolerance for ambiguity, with managers preferring clear rules and procedures. Ukraine has a higher uncertainty avoidance, leading to more rigid, formal management practices.

The organizational structures in the USA and Ukraine often differ significantly. In the USA, there is typically a flatter, more decentralized hierarchy with greater employee autonomy and empowerment in the decision-making process. In contrast, Ukrainian organizations tend to have a more rigid, top-down hierarchy with a centralized decision-making approach. In the USA, middle managers and frontline employees often have the authority to make decisions within their scope of responsibility, fostering a culture of individual initiative and accountability. Ukrainian organizations generally maintain a clear chain of command, where major decisions are made at the top and filtered down through the organization, allowing for more control and oversight. The decision-making process in the USA is often more collaborative, with input from various stakeholders, while in Ukraine, it is more autocratic, with the top management making the final call.

In Ukraine, communication styles are often more indirect, with an emphasis on maintaining harmony and avoiding confrontation. American managers typically provide frequent, constructive feedback, while Ukrainian managers may be more hesitant to give direct criticism.

Effective management in the USA often prioritizes intrinsic motivation, emphasizing employee empowerment, challenging work, and opportunities for growth. In Ukraine, managers may rely more on extrinsic rewards like bonuses and recognition programs to drive engagement. Fostering a collaborative work

culture and open communication channels can help bridge these differences and create a motivating environment for employees in both countries.

In the USA, HR practices are often decentralized, allowing individual companies to develop their own policies and procedures. This flexibility enables tailored approaches to hiring, compensation, and employee benefits. In contrast, Ukraine has more centralized HR regulations, with national labor laws governing many aspects of workforce management. While American companies may emphasize performance-based rewards, Ukrainian firms tend to have more standardized pay scales. Recruitment in the USA relies heavily on networking and online platforms, while Ukraine still values personal connections and referrals in the hiring process.

The US and Ukraine have contrasting views on the importance of work-life balance. American companies often promote flexible schedules and remote work options to help employees achieve a healthier balance.

In Ukraine, the work culture tends to be more rigid, with longer hours and less emphasis on personal time. Employees may feel pressure to prioritize their careers over family and leisure activities. Take into account the following cultural nuances:

- Recognize and respect the unique cultural contexts that shape management practices in the USA and Ukraine. Adapt your approach accordingly.
- Develop management frameworks that can accommodate the differing organizational structures, communication styles, and decision-making processes between the two countries.
- Encourage open dialogue, knowledge sharing, and mutual understanding between managers and employees from both the American and Ukrainian backgrounds.
- Cultivate a mindset of flexibility and a willingness to learn from each other to navigate the complexities of managing across these distinct business cultures.

References

1. Vynoslavskaya O., McKinney J.A., Moore C.W., Longenecker J.G. *Transition Ethics: A Comparison of Ukrainian and United States Business Professionals*. *Journal of Business Ethics*. Vol. 61, No. 3 (Oct., 2005). P. 283-299.
2. Kim J., Meyers R. A. *Cultural Differences in Conflict Management Styles in East and West Organizations Employing Holism as a Cultural Theoretical Frame to Investigate South Korean and U.S. Employee Conflict Management Styles*. *Journal of Intercultural Communication*. 2012. Vol. 12, №. 2. P. 1-14. URL: <https://doi.org/10.36923/jicc.v12i2.596> (Date of access: 19.04.2024)