

A TYPOLOGY OF MANAGERS IN UKRAINE

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Recently there has been some tendency of grows of transnational and foreign companies in which Ukrainians appear as managers. For the efficient work companies are looking of ways to understand the mysteries of our culture and put that understanding to good use in the marketplace. The best way to do this is to analyze the subculture or subgroups. This helps to understand the cultural issues in many cases.

The goal of our work is developing a typology of Ukrainian managers, using age, work experience and education as the main characteristics of classification.. We think that in order to make efficient motivation system for employees, the Hofstede`s dimensions of culture has to be applied to our classification of managers.

We analyzed the work of Marina Astakhova about Russian middle management. On the base of the Russian culture and history Astakhova used such criterias as age, education and work experience to explain how categories of Russian middle managers evolved. She suggested such four subgroups of managers as Junior Westernized Middle Managers (JWMM); Senior Westernized Middle Managers (SWMM); Junior Local Middle Managers (JLMM); and Senior Local Middle Managers (SLMM) (see table 1).

Table 1

Subgroups of Russian employees for middle-management positions in a multi-national corporation (research results of Alina Poznanska)

Age	Education/work experience	
	Westernized	Non-Westernized
Junior (25-40)	Junior Westernized Middle Managers (JWMM)	Junior Local Middle Managers (JLMM)
Senior (40-55)	Senior Westernized Middle Managers (SWMM)	Senior Local Middle Managers (SLMM)

According to Marina Astakhova differences among these four categories of Russian middle management employees can be better understood by examining cultural differences among them. Hofstede`s (1980) dimensions of culture provide useful framework for identifying differences among cultural subgroups. Hofstede (1980) initially specified four dimensions of culture: power distance, uncertainty avoidance, individualism-collectivism, masculinity–femininity. [1], [2].

Hofstede`s work provided the conceptual impetus for a large amount of

academic research on cross-cultural differences [3] It is considered to be the most comprehensive and widely cited cultural typology with consistently demonstrated construct validity. While other cultural models exist, they either confirm, base their premises upon, or extend Hofstede's typology.

Based on studies of Marina Astakhova's work we suggest our subgroups of Ukrainian managers. After analyzing the economic and cultural situation that has been developed in our country we think that all subgroups should be classified using such criteria as age/work experience as junior managers (age 25-35), middle managers (age 35-45) and senior managers (age 45-55). This classification reflects people that got their education after Ukraine became an independent country and due to their age don't have that much of working experience (juniors), people that were studying during the breaking point of Ukraine getting its independence and have some working experience (middle managers) and people that got their education while our country was a part of USSR and have the biggest working experience (seniors). The other criteria that we think should be included in the classification is education that we divided on to proper and non-proper education. By proper education we mean people that were studying on specialties related to economics and got their master's degree on it (see table 2).

Table 2

Subgroups of Ukrainian employees for management positions in enterprises (research results of Alina Poznanska)

Age/work experience	Education	
	Proper	Non-proper
Junior (25-35)	Junior Managers with Proper education (JMP)	Junior Managers with Non-proper education (JMN)
Middle (35-45)	Middle Managers with Proper education (MMP)	Middle Managers with Non-proper education (MMN)
Senior (45-55)	Senior Managers with Proper education (SMP)	Senior Managers with Non-proper education (SMN)

We used Hofstede's dimensions of culture provide a useful framework for identifying differences among cultural subgroups (see table 3).

Table 3

Hofstede's cultural dimentions applied to Ukrainian manager subgroups (research results of Alina Poznanska)

Subgroup of Ukrainian managers	Hofstede's cultural dimentions			
	Uncertainty avoidance	Power distance	Masculinity	Individualism

Junior Managers with Proper education (JMP)	Low	Low	High	High
Middle Managers with Proper education (MMP)	Low	Moderate	Moderate	Moderate
Senior Managers with Proper education (SMP)	Moderate	High	Moderate	Low
Junior Managers with Non-Proper education (JMN)	Moderate	Moderate	High	High
Middle Managers with Non-Proper education (MMN)	Moderate	Moderate	Moderate	Moderate
Senior Managers with Non-Proper education (SMN)	High	High	Moderate	Low

Based on the table 3 we can choose managers for the specific management areas in much effective way and build efficient motivation system for our employees. Most researchers view motivation as a fundamental building block of HRM practices that influence job satisfaction, productivity, and employee retention. Our classification and analysis based on Hofstede`s works can help to understand better the motivation structure and priorities of different groups of managers. The direction of future research is to develop practical recommendations for an effective incentive system for managers based on this typology.

1. Marina Astakhova, Cathy L.Z. DuBois, Mary Hogue. A typology of middle managers in modern Russia: An intracultural puzzle/International Journal of Intercultural Relations 34 (2010) 527-539

2. Hofstede, G. (1980). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 8, 42–63.

Bollinger, D. (1994). The four cornerstones and three pillars in the “House of Russia” management system. *Journal of Management Development*, 13(2), 49–54.

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