



University of Economics in Prague

**Faculty of management
Jindřichův Hradec**

Bachelor Thesis

Yevheniya Khramkova
2008

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Department of Business Administration

Intercultural Management: Ukrainians in the Czech Republic

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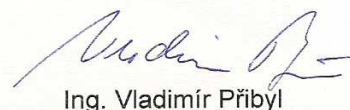
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Prohlašuji, že bakalařskou práci na téma
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Annotation

Intercultural Management:

Ukrainians in the Czech Republic

The aim of the work is to analyze the situation and importance of the Ukrainian employees for Czech entrepreneurs while investigating the impact of Ukrainian culture on work habits and managerial demands. The main aim is to propose culturally sensitive style of the management, which is suitable for the employers from Ukraine.

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Poděkování

Za cenné rady, náměty a inspiraci

bych chtěla poděkovat

Ing. Pavlu Štrachovi, Ph.D., Ph.D.

z Vysoké školy ekonomické v Praze,

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Introduction

Nowadays it does not come as a surprise that countries are exchanging work force, as more international companies are springing up. Especially for the Czech Republic it seems typical that many foreign staff comes here, in particular from Ukraine. Not all migrating workers are low-cost low-educated laborers but also managers and entrepreneurs. Sometimes relationships between employees and employers from different countries are not ideal and the result is that cooperation and outcomes of the work are not as effective as expected or wanted. That and many more can be the reasons why intercultural management should be referred to.

Primarily, it is necessary to say that one of the main units of management is communication. It is important because of changing information, notifying different opinions about work, employees, employers and if the company is working effectively or has any problem inside. It is necessary to be informed about relationships between employees, what needs do they have, needed motivation and stimulation. It is important especially in multi-cultural companies. While this thesis concerns intercultural management, intercultural communication will be spoken about. In order to understand what intercultural communication is, it is very important to learn the definition of the term from different authors because different people have different opinions. Basically, all authors mentioned in this thesis, have very similar definitions, but each put emphasis on different attributes.

Secondly, dimensions of culture, as described by Hofstede, are also very important for this thesis. His studies enhance understanding of differences between cultures and also suggest how to behave in the presence of member of one or another culture. He supported his researches with data from IBM (a large multinational corporation) and with the help of these data he counted indexes, which helped him to be as exact as it is possible. His surveys can be very useful for managers all over the world in order to understand their foreign employees and colleagues.

Thirdly, it is not possible to compare anything without practical example. And as this work deals with two given countries and their culture, brief description of visitor's country is necessary. These two cultures are rather similar, but none of two cultures is the same. There always be differences, which are given partly by geographical position of the country and partly by its history.

Moreover, as there are many Ukrainian workers and immigrants in the Czech Republic, there must be reasons, which made people to travel abroad. One section will deal with brief history of Ukrainian emigration. History is also very important for better understanding of reasons, which made Ukrainians leave their homes and families and depart from Ukraine.

And finally, the main aim of the thesis is to define similarities and differences of the cultures of Ukraine and the Czech Republic and bring in some model for more effective cooperation between employees and managers from these two countries.

1 Key Concepts

There are some important theoretical concepts, which will be used in this thesis. They are significant for better understanding of the given problem, so my task is to explain them at this point. Directly, intercultural communication, its barriers, cultural concepts by Geert Hofstede, and importance of intercultural communication in international business will be spoken about.

It is imperative to possess some fundamental knowledge of concepts, as this thesis concerns intercultural management. It is known that communication is one of the main parts of management, so that is reason why communication is spoken about. For more effective communication it is useful to learn barriers to it and try to avoid them. As I am writing about two different countries, it is useful to compare their cultures in order to identify differences, which will help to single out points which can develop some problems. Geert Hofstede's conception of culture is one of the best methods for identifying difference between two countries. This method will be described in further sections.

1.1 *Intercultural Communication and Its Barriers*

Primarily, it is necessary to say, that “general public takes their culture for granted. The only time that people may ever think about it is when person leaves his own country to travel abroad or when people encounter someone with a culture so different from their that makes person to force examination his own beliefs. Much of what is thought to be “right” or “correct” way to act or to do something is a part of the knowledge that all people have learned from their culture. In other words, our culture teaches us rules or norms that tell us how to behave inside our culture. The word “culture” describes everything that makes a large group of people unique. Members of a culture share similar thoughts and experiences. Culture also includes all the things that guide a group of people through life, such as myths, language and gestures, ways of communicating, economic systems, what kinds of things to eat, and how to dress” [1].

1.1.1 Intercultural Communication

As mentioned in one source, “intercultural communication is very important for international business, because it examines how people of different culture, beliefs and religions come together to work and communicate with each other” [2]. It is the reason why the origin of intercultural communication and definition of intercultural communication in several ways, according to several authors will be described in the following section.

Intercultural communication seeks for acceptable way to find out and understand how people from different countries, cultures and traditions communicate, behave and appreciate the world around them. Understandably, there are many researches, which deal with intercultural communication, but only several key concepts will be introduced.

One of the definitions of intercultural communication is that intercultural communication generally refers to face-to-face interactions among people of diverse cultures. It is clear to everyone, that the communication could be very difficult if the source and receiver were in different contexts and share by symbols [1]. Intercultural communication is also defined as “interpersonal interaction between members of different groups, which differ from each other in respect of the knowledge shared by their members and in respect of the linguistic forms of symbolic behavior” [3]. And the last, but not least is the definition, which defines intercultural communication as “a management of messages for purpose of creating meaning across cultures” [7].

To summarize what cultural communication is, it can be said that it is interaction between people of two or more different cultures, behaviors and groups.

1.1.2 Barriers to Intercultural Communication

Primarily, it should be mentioned that as to and in every brunch of our lives there are also barriers to intercultural communication. There are 6 of them: anxiety, assuming similarity instead of difference, ethnocentrism, stereotypes, nonverbal communication, and language problems. But only four of them will be presented in this thesis.

Anxiety might be one of the barriers to intercultural communication. When the person is very anxious about not knowing what the one is expected to do, it is natural to be focused on that feeling and be in some way absent from the communication transaction [1]. Perhaps, everyone knows that feeling, when going to an interview for the first time and having not much knowledge about how to behave and what is supposed to do in such situation. As a result much of attention is focused on that feeling and it is not possible to avoid common mistakes.

Assuming similarity instead of difference is the second barrier. As mentions one of the on-line sources [5], “assuming similarity refers to the naïve assumption of the belief that since we all are human, we are all basically alike. The main reason of the assumption might also be fear of dealing with differences”. When person assumes similarity between cultures he can be caught unaware of important differences. When there is lack of information about a new culture, it might make sense to assume there are no differences, to behave as is acceptable in person’s home culture. But each culture is different and unique to some degree [1]. In any case, as it is known, people have different assumptions and worldviews, in a word cultures. Unless people are aware of these differences, it is clear that people can face difficulties in communicating with people from other cultures [5]. The best solution is only to ask “What are the customs?” and every embarrassing moment will be avoided. My own bad experience was when I first came to the shop in Czech Republic. The shop - assistant greeted me and as in Ukraine while shopping greeting is not common, so I didn’t greet her. I was rather embarrassed after I had learned the custom.

Ethnocentrism is the third barrier to effective intercultural communication. Primarily, it is necessary to say that it is quite normal to have the values of the community person has been brought up. These are ways in which people live their lives and interact with each other. These are things everyone takes for granted [4]. It is not “bad” to have Moravian Czech values or American Indians values but everyone must realize that their way of doing things is absolutely different of other people’s. In other words ethnocentrism is negative judging aspects of another culture by the standards of one’s own culture. To be ethnocentric means to

believe in the superiority of one's own culture. In order to avoid ethnocentrism is necessary to realize that everything in a culture is consistent to that culture and makes sense if you understood that culture [1].

To some extent, all the cultures are ethnocentric. This is natural, because people have been brought up thinking that their way is "the natural" way to do things. Though, ethnocentrism can also lead to cultural misunderstandings if it is not recognized because it provides us with only limited choice of human thinking and behaving [5]. As an example can be that most of Czech people recognize their way of spending holidays, let's say Christmas. They are very surprised when learn that in Ukraine New Year eve is considered to be bigger holiday than Christmas. Christmas is celebrated in other way and it is very important for people intended on religious. And vice versa, people in Ukraine do not understand how is possible to prefer Christmas than New Year Eve.

Stereotypes are also barriers to intercultural communication. It is commonly used to refer to negative or positive judgments made about individuals based on any observable or believed group membership [1].

One of the definitions which I like most of all is that stereotypes are "over generalized, second-hand beliefs that provide conceptual bases from which we "make sense" out of what goes around us, whether or not they are accurate or fit the circumstance" [5]. The word stereotype was used when people wanted to describe judgments that were made about others on the basis of their ethnic group membership. Nowadays this term is widely used to refer to judgments made on the basis of any group membership [1]. As flows from the definition, stereotypes are not one-off, but are developed for years by our culture. They are made of bits and pieces of information that people store and make use to "make sense" of what goes on around us [4]. Stereotypes are mostly based on factors such as exaggeration, distortion, ignorance, racism, cultural factors or even historical experiences [6].

Besides, it may be a stereotype that stereotypes are only negative judgments, but stereotypes can be also positive. But if this stereotype is positive it does not reflect the truth. That is the reason why some publications suggest stereotypes as a negative way of seeing people [6].

Stereotypes are very harmful not only for individuals, but also for some group of people. I faced with a stereotype that all the Ukrainians are alcoholics and vandals and so on. But if some of them are, it does not mean that all of them are such. If there is a group of honest people, who go there for work, they will have some problems, for example, with finding it. And may have less good opportunities than when such stereotype does not exist.

In conjunction with stereotypes the term cultural competency is used. This term describes the ability to work, communicate and live across cultures and cultural boundaries [6]. It is very important to be cultural competent for managers working with employees from different countries and cultures. There are also some steps which can help to approach cultural competency:

- Break Assumptions. As is known, “everyone makes or has assumptions about others”. Term assumption means some beliefs which are not based on truth but are influenced by a number of subjective factors. People must to reduce their assumptions and take a think why they hold these ideas or beliefs [6].
- Empathise. Empathy is one of the most important factors for understanding and appreciating people of other cultures and beliefs. Through empathizing we can better understand other people [6].
- Involve. “Involving others in our world and ourselves in other’s empowers and educates. We should not built walls between people but learn from one another” [6].
- Avoid Herd Mentality. “Herd mentality is considered to be a closed and one approach. This way of thinking limits creativity and innovation because people are reduced in thinking, approach and engage with people or challenges. The only way to develop cultural competency is to encourage people to think as individual, bring their cultural influences to the table and share ideas which are outside the box” [6].
- Shun Insensitivity. “People usually can and also do behave as culturally insensitive”. By attacking some person, you also attack their culture and also their honour. The principle of cultural competency is in people’s thinking through words and actions to

ensure they do not act inappropriately. When people witness insensitive behavior, they must shun it and ensure it remains unacceptable [6].

- **Be Wise.** People must be aware to interact with people with respect and knowledge. Wisdom is one of the main elements of cultural competency, for example showing adulthood of thought and action in communicating with people. Most of problems in intercultural communication could be avoided by thinking things out and getting basis knowledge about other cultures [6].

1.1.3 Conclusion

To conclude barriers to intercultural communication I must say, that in intercultural communication is the same as “mimes have a routine named “trapped in an imaginary box”, is all too easy to become trapped by invisible walls or barriers of communication. Although these walls are hard to perceive, they are not imaginary. The only way to “escape” is to learn to see them and avoid making the communication mistakes that come from them” [1].

1.2 *Cultural Aspects by Geert Hofstede*

This part of the work will be dealing with definitions of culture and main differences between them according to the way in which Geert Hofstede researched it and described it.

According to Hofstede, culture could be defined as interactive aggregate of common characteristics that influence a human group’s response to the environment [9]. He also narrowly interconnects values with the culture. And it is natural because values are given to people by the culture in which they had been brought up. Culture and values were the two main construct which are used in his book. Values are an attribute of individuals as well as collectivities and culture implies a collectivity. In studying “values” individuals are compared and while studying “culture” societies are compared [9]. In this thesis will be two cultures compared. As values should be compared while studying individuals, values will not be mentioned here.

As was said before, Hofstede's studies were based on comparing several cultures. Clearly, in the process of comparing phenomena similarities and differences are the two sides of the same coin each presuppose the other. He declared that the distinction between a focus on similarities and a focus on differences can be fruitfully combined with the distinction between levels of analysis into a fourfold classification of research strategies. He described four main research strategies for comparative multisociety studies. Two first strategies are connected with micro-level variables and their relationships measured within societies. The first of them proves universalities of micro-levels laws. The second illustrates uniqueness of each society. Culture is suggested to be a black block; it means that in that context is not important what it contains. The first strategy tries to prove the uniqueness of the micro-level laws and the second strategy shows differences between societies and illustrates the uniqueness of each. Two last strategies concern the ecological variables between societies. The third strategy is determining types or subsets of societies while the fourth determines the dimensions of societies and macro-levels laws. The third strategy deals with the studies using ecological variables to determine types of subsets of cultures, which are similar among themselves but differ from other subsets. And the last strategy determines the dimensions of societies and laws at the level of societal variables, identifying the variables that can replace the names of societies of some analysis. The first and the third strategies focus mainly on similarities between societies while the second and the fourth focus on differences between societies [9].

There were four dimensions of culture which were researched by the IBM (in his first publication mask-named HERMES) and Hofstede used their data for his studies. The first, which was revealed, is called Power Distance. According to Hofstede, inequality is one of the oldest concerns of human thinking. It can occur in areas such as prestige, wealth and power. For different societies it has different level of importance of status consistency among these areas. The main area, where inequality is functional and inevitable is inside organizations.

Mainly, this inequality is based on hierarchical boss-subordinate relationship [9]. For better description of relationship of boss and subordinate in a hierarchy Hofstede used the concept of Power Distance. His definition of Power Distance between a boss and a subordinate in a

hierarchy was the difference between the extent to which boss can determine the behavior of subordinate and the extent to which subordinate can determine the behavior of boss. In his research Hofstede remarked that if the managers are often seen as autocratic, there are more subordinates, who are afraid to disagree with them [9]. He also described different kind of managers, preferred by different kinds of employees in different kinds of organization systems. It means that for example, in a previously described situation, employees will not prefer consulting manager, but prefer autocratic, the persuasive or the democratic, majority vote manager [9].

In his book, Hofstede stressed that Power Distance in way, he described it, can be used only as a characteristic of a social system, not for individuals [9]. For measuring Power Distance in different countries, he used Power Distance Index (PDI). This index will be spoken about in the practical part of the work.

The second dimension, which has been studied, is Uncertainty Avoidance. It is natural, that uncertainty about future is a basic fact of people's lives. Not only for life of individuals but also for the companies. Every branch, which is important for the company – technology, people research and laws are developing dynamically, so it is rather hard to predict what will inherit. Hofstede said that borderline between “defending against uncertainties” and “accepting them” is fluid. Many of people's defenses aiming at creating certainty are not doing so in an objective sense, but they allow people to sleep in peace. His research showed that different societies have coped with uncertainty in different ways and this ways differ not only between traditional and modern societies, but even between modern societies [9].

As Power Distance was measured by PDI, for measuring Uncertainty Avoidance was used Uncertainty Avoidance Index. For this measurement were used three questions, one of which was stress question. These questionnaires were given among employees in companies and concerned their employment. But only a few results are important for this thesis.

The third dimension is called Individualism versus Collectivism, which describes the relationship between the individuals and the group dominating in a given society. It is appreciable in the way people live together, for example in families or tribes. According to the

Hofstede, and I appreciate it, relationship between the individual and collectivity in some society is not only a matter of living together, but closely joined with societal norms [9]. The most important for the country's economic development is the individualism vs. collectivism dimension. Naturally, Hofstede used the Individualism Index for his theories. To calculate it, 14 questions, regarding the work goals were asked. Questions were about the importance for people to have opportunities of high earnings or the importance of the usage all the abilities and skills in the job. This index will be dealing with in the practical part of the work.

And the last of the four dimensions was Masculinity and its opposite, Femininity. The duality of the sexes is a basic fact with which different cultures dealt in a different ways. Nowadays, the problem between the sexes is very relevant and rather thrilling. The attitude to the role of men and women in different societies is influence by family, culture or even religion. Mainly, the role of the man in the society is to be more assertive and for woman to be more nurturing. In companies there are different possibilities for career growth for women and for men. It was very interesting remark, made by Hofstede, that business companies have more "masculine" goals and try to promote men and on the other hand, hospitals have more "feminine" goals and try to promote women [9]. Naturally, Hofstede's studies were supported by further research. According to Hofstede's dataset, there were certain differences between work goals among men and women. For men scoring advancement and earnings are more important, while for women interpersonal aspects, rendering service and physical environment were the most important [9]. These differences were a basis for classifying goals to "masculine" and "feminine". In his studies, for representing the level of masculine or feminine goals, Hofstede used Masculinity Index. Different levels of this Index have been assembled into a coherent picture of "masculine" or "feminine" types of national culture [9].

Every research or study or other piece or production is criticized. Hofstede's study also prompted criticism. But not all the criticism is valid. Some critics reviewed the empirical studies, which used Hofstede's framework and concluded that Hofstede's results were generally confirmed and dimensions validated [10]. The most supported dimension was the Individualism vs. Collectivism, then was Power Distance, after it Uncertainty Avoidance and

lastly Masculinity vs. Femininity. There were a few rather good remarks in the criticism of Hofstede's studies. For example, he was criticized for having collected data from one company only. There have been given reasons that employees of that company must not be representative of their colleagues in other companies and branches of business. And there is also a counterargument that the use of single firm data permits control of corporate culture, which also allows inter- country comparison. It have been remarked, that "finding a significant national variations in a firm with a strong corporate culture shows the importance of national culture" [10]. The second thing which has been criticized was, the time of the data collecting. It is said, that his work was "an artifact of the time of data collection and analysis. Data were collected between 1967 and 1973 and analyzed in the late 1970s. And the most subsequent studies confirmed the results" [10].

Many researches have argued that "the dimensions reflect business culture rather than underlying values" [10]. And there is also a counterargument that "it is exactly this layer that is of interest to business scholars and practitioners and that business behavior is resided in broader societal values" [10]. One of the critics says, that "Hofstede's dimensions do not cover the very spectrum of the culture phenomenon" [10]. It is a good remark, but the structure is meant to provide an ordinary scheme of some culture's main building blocks. Time and spatial orientation are not included in Hofstede's dimensions [10]. The next problem for some scholars was that Hofstede's research concerned only part of the world's countries. This is one of the critics I can agree with. But there also was counterargument that for some years the information has been collected on additional countries [10]. The next thing which is rather logical because not everybody might have given truthful information in the questionnaires and some data might have been relocated. And as far as Ukraine is concerned, in different regions there are different traditions and cultural life differs from region to region. The criticism is that "the meaning of items in Hofstede's instrument might vary from one culture to another and therefore is culturally biased. The work of the Chinese Cultural Connection shows this concern to be partially valid" [10]. There was also the criticism of attitudinal rather than behavioral measures, which concerns "attitudinal classifications of culture objects to the making of inferences from attitude to behavior" [10].

And the last thing what has been criticized ecological fallacy. But that critic concerned the interpretation of Hofstede's data as if it were about individuals, not groups. And it "applies more to the interpretations and uses of Hofstede rather than to the original frameworks" [10].

1.3 *Conclusion*

Chapter 1 was dealing with intercultural communication, its barriers and researches by Hofstede. Definitions of intercultural communication are very important for better understanding of principle of intercultural management. The gravest thing is to learn barriers to intercultural communication in order to anticipate in which moment they can appear and try to avoid them. Better cooperation is based upon better cultural competency that is the reason why some advices have been mentioned in this chapter.

The most important and essential thing for this thesis is Hofstede's researches. Indexes according to his researches are necessary for comparison of two cultures, in this thesis particularly Ukrainian culture and culture of the Czech Republic. These indexes are the best for defying differences and similarities. With the help of Hofstede's indexes is possible to understand what employers can wait from their employees and what they should or should not do while cooperating with foreign workers or colleagues. After learning that concept it could be possible to realize mistakes and barriers in communication between two cultures.

2 The Ukrainian Culture

This section provides basic information about Ukraine. It aims to introduce key aspects of Ukraine as a country (such as its geographical position, national symbols, currency, and education) and more importantly as culture, detailing its rich traditions and emphasizing key attributes of Ukrainian corporate culture.

2.1 *Ukraine as a Country*

First of all, it is very important to admit, that Ukraine is the democratic country that has 24 administrates centers and autonomic republic of Crimea. The area of Ukraine is 603,700 sq. km. and population almost 46 million people. It is the second most populous country of the former Soviet Union, after Russia. Nowadays population of Ukraine is diminishing because of emigration and low birth rates. Located in the Eastern part of Europe, Ukraine occupies an area larger than England, Ireland, Austria and Greece combined.

72 % of Ukrainian population are Ukrainians. There are also such ethnic groups as Russians, Belarussians, Polish, Jews, Bulgarians, Hungarians and Tatars. The state language is Ukrainian, which belongs to the Eastern-Slavonic language group. About Ukrainian language is said, that it is very melodious, the second most melodious in the world after Italian. Ukrainians are very kind and hospitable. They welcome visitors open-heartedly and treat them warmly and generously. Typical Ukrainian family is town is small with one or two children. In villages people typically have three and more. Ukrainian families are very close-knit of several generations and like to spend time with their family dining, walking, playing and going on holiday together.

Secondly, Ukrainian national symbols are National Flag, The Ukrainian Anthem and The National Emblem. The National Flag first appeared in 1848. The flag has two stripes: a blue one above and a yellow one. The colors are symbolic – yellow for wheat in the field and blue sky for them. The Ukrainian Anthem is a song called “Ukraine Has Not Yet Perished”. Its lyrics were written by Pavlo Chubynskyj and it was set to music by Mykhailo Verbytskyj. The catchy melody and patriotic words made this song very popular among Ukrainians.

The National Emblem of Ukraine is a trident. It is the oldest and dignified of all the Ukrainian symbols. Its history goes back to the first century A.D. The classic shape of the trident was found on the coins of Ukrainian Prince Volodymyr the Great in the 10th century. After that it was a mark of authority and a symbol of the ethnic groups, which made up the Ukrainian nation.

Ukraine has also its own currency. The official name of the monetary unit of Ukraine has name Ukrainian Hryvnya (UAH). Ukraine was the last country of the former USSR member states, which introduced its own national currency. On the 2nd September 1996 hryvnya became operational. Nowadays Ukraine has decimated system of currency; hryvnya is divided into 100 kopiykas.

And finally, some words about educational system of Ukraine. For all children between the ages 6 and 17 in Ukraine is free, compulsory education is available. Most children attend preschool kindergarten and continue into further education beyond the age of 17. In Ukraine even remotes areas have full education service. Until the 1990s all schools and tertiary institutions were run by state. And since then a number of fee-paying schools have been opened and some universities have begun to charge tuition fees. In schools pupils study basic subjects, including Ukrainian language and literature, Mathematics, Physics, History and foreign language. The most popular foreign language in Ukraine is English and it is studied from the 2nd grade in all types of schools. Nowadays more and more pupils choose to study two foreign languages.

Higher education is much valued in Ukraine. There are universities and academies in all major Ukrainian cities. The Taras Shevchenko State University is generally regarded as the most prestigious of Ukraine's institutions of higher education. Ukraine has a long-lasting educational and academic tradition. The Kyiv-Mohyla Academy is the oldest educational institution in Eastern Europe and it was found in 1632. Through the years curricula in higher institutions have been updated. Nowadays less emphasis is laid on political ideology and introducing new technology into the teaching and learning process.

While speaking about Ukraine as a country, it is not possible to skip some information about its economic situation, particularly, such important facts as labor force, unemployment rate and situation of households in Ukraine. So, total labor force of Ukraine is over 21 million people, withal 9% of it are employed in agriculture, 20% of labor force are employed in industry and the most – 55% are employed in services. Officially registered unemployment rate is 2.5 % but there is a large number of unregistered and unemployed people. The International Labor Organization calculated that the real unemployment rate of Ukraine is nearly 7%. As in every country, in Ukraine also are people whose income is lower than minimum and such people, who are below poverty line are almost 40% [12].

2.2 *Ukraine as a Culture*

Primarily, it is necessary to say that culture can be defined as different ways of life, which include arts, beliefs and institutions of population that are passed from generation to generation. Culture includes codes of conduct, manners, dress, language, religion, rituals, norms of behavior, and systems of belief as well as the art. The main components of the culture are national traditions and holidays. First of all it is very important to remark, that Ukrainians are very religious people. That is the reason why the country's customs and oral folk literature reflect old Ukrainian pre-Christian and Christian cultures. The rituals derive from the folk calendar, religious celebrations like Christmas, Easter and Whitsuntide, Ivana Kupala (St. John's Eve), New Year and the autumn folk festivals dedicated to the end of the agricultural work [15].

Secondly, it is necessary to emphasize that Ukraine has its own Orthodox Church. It got its own name in 1990 but it is paying allegiance to the Moscow Patriarchate. There is also such a church, which is often referred to as Ukrainian Catholic or Greek Catholic. Actually, it is a Uniate Church, which is the union or in other words, combination of the Catholic and Orthodox Churches. This Church service follows Orthodox worship and rituals, but it recognizes the Roman pope as its leader and doctrinal authority. The Church is heavily concentrated in the west of the country, and Uniate priests are the only Catholic priests in the world allowed to marry [15].

Thirdly, it must be said that Christmas is the most unique and festive holiday among Ukrainians. It can be said that this holiday is partly religion and partly rituals because of its old tradition and special celebrations, which are rituals. The season starts with a short and severe Lent. On December 19th, presents are given to children by St. Nicholas, the patron saint of children. This custom continues to these days in Ukrainian communities. People in Ukraine cherish Christmas Eve (which is celebrated on January 6th) in a special way. The celebration is centered around the traditional Christmas Eve Holy Supper which begins when the first star appears in the eastern sky. It is the children's job to look for the first star [15].

According to the tradition, the floor should be covered with straw and upon the table should be placed clean fresh hay. This is to recall the birth of Christ, born in the stable. A white or embroidered table cloth is spread over the table. Also A sheaf of grain should be put as a sign of a good harvest. The supper consists of a variety of twelve dishes as a symbol of Christ's twelve apostles. Meat and dairy products are not permitted. The departed of the family are remembered on this day by the placing of an extra table setting. Among others, burning incense is placed on the table. It signifies the gift of the Magi [15]. Despite the fact, that Christmas is the most unique and festive holidays, New Year Eve is the most celebrated holiday. People gather together with the family and the youth with their friends. Morning after celebration people can find presents under the New Year's tree, which have been put there by Father Frost.

Ukraine has its own official language – Ukrainian. But it is not popular in the whole Ukraine. Most people in the east can't speak Ukrainian, or if they can, they primarily chose Russian language. It has been influenced by Ukrainian history, because the state has been divided into two parts and one was ruled by Russia and another was very long time under the rule of Austro-Hungary. Nowadays there are many arguments around language because in every school in the eastern part of Ukraine, education in Russian is forbidden and people don't want to accept it. Also every movie or TV novels on Russian are translated in Ukrainian or at least are broadcasted with headlines.

As far as Ukrainian clothing is concerned, Ukrainians usually wear Western-style clothing but with a little difference. Ukrainian people mostly chose classic style of clothes. Sports style is not as popular as in Europe; even among youth are rarely seen people in sneakers, simple T-shirt and jeans. As in every community, there are young people, who chose different styles, like emo or punk etc. But these styles are mostly popular among teenagers. Understandably, there are some exceptions, when some adults try to seem younger and chose corresponding styles but this is not very usual. It is necessary to say, that men do not care on their appearance as women do. Sometimes men can be seen in cinema or in other public place in training suits and sneakers or instead of sneakers, classical shoes. Women are more accurate in choosing style and way of combining clothes. In Ukraine way of clothing depends on the origin of a person. It means that people from villages do not pay attention to their style; they can put on so unbelievable combinations of classical trousers and sneakers etc. In villages nobody pays attention to it but as more and more people try to move to big cities, it does not look good. Maybe, it was the first thing to admit that for people in Ukraine their clothing and appearance are almost the most relevant things in their lives. It does not mean that people are not interested in studies, work etc and keen on fashion. It means that it is important to look good in Ukrainian communities.

Moreover, Ukraine has its own cultural life, which has long tradition among centuries. While speaking about Ukrainian arts I can't help mentioning that music has always been an essential part of Ukrainian folk culture. Ukrainians have song for each occasion and it is said that Ukrainians are born from songs and with songs. Ukrainian songs are very beautiful but mostly very sad and Ukrainian music has a well-established classic tradition. Since the 16th century songs and ballads were accompanied by a lute-like instrument called a bandura. Bandura players were called "traveling news" as they described the contemporary life in their songs. The most outstanding Ukrainian composers are Mykola Lysenko, who has incorporated folk songs into his varied compositions. Such composers as Kyrylo Stetsenko, Mykola Leontovych and Oleksandr Koshyts have followed tradition of Mykola Lysenko.

Furthermore, dancing has always been a vital element of Ukrainian culture. Ukrainian folk dancing dates back to the pre-Christian era. With time, the ancient ritual and cult dances of this period merged with Christian rites and reflected the church and seasonal calendar. During the Middle Ages, such ritual dancing slowly developed into folk dancing, which became the most common and popular entertainment, after singing. Nowadays Ukrainian folk singing is very popular among numerous professional and amateur dance groups in Ukraine and abroad. The most popular and loved all over the world is State Dance Ensemble by Pavlo Virsky.

While speaking about Ukrainian culture, it is not possible to pass by Ukrainian handicraft arts. These kinds of arts are especially developed in Ukraine. Pysanky (the decoration of Easter eggs), woodcarving, ceramics, embroidery and weaving are well preserved and developed in many regions. Ukrainian women especially love to adorn pillowcases, tablecloths, curtains and napkins. The patterns are usually geometric or floral, red, black and blue being the most popular colors. As has been mentioned before, Ukrainians wear clothes as people in Czech Republic. But on special occasions people in villages wear traditional folk costumes – white blouses and shirts decorated with colourful embroidery. Foot-wear includes high red boots for women and black boots for men.

And finally, typical behavior of Ukrainians must be mentioned in this section. Behavior of Ukrainians is not as different as Czech's but every culture is different. So it is very necessary to mark out some differences, especially in some Ukrainian habits. First of all, it is not popular to greet in public places especially in shops, cinemas or theatres. In other words, people in Ukraine do not greet shop-assistants. It does not mean that people have any prejudice or something like this, people simply do not have such a custom. Secondly, it is very strange for people from Ukraine that in Czech Republic shops open early morning and are closed very early. In Ukraine, a regular work day starts from 8:00 a.m. and what shops regards, the earliest time when they are usually closed is 21:00 p.m. Most, shops would close at 23:00 p.m. and there are also a lot of shops which are opened for twenty four hours. At the weekend, it is possible to buy everything people want all over the day – each and every supermarket and small shop are susceptible.

Ukrainians like gathering together with their family and try to spend with each other as much time, as it is possible. For example, when it is warm, they go outdoors together in the city center or fairground. And at weekend in bigger cities, which are rather often in Ukraine, unlike, in Czech cities, streets are full of people, who are walking together or sitting in cafes and restaurants or on benches in parks. In summer people usually go to their summer house, if they have any. As has been mentioned before, many young people are moving from villages to big cities, so their parents are living at the same place in suburbs. So, in summer, children often go to visit their grandparents, mostly they stay there almost the whole summer holidays. Many people used to go at the seaside to Crimea or in other famous resorts at the seaside.

Nowadays, in age of globalization, it is more and more popular go at the seaside abroad, for example, to Turkey, Egypt or Bulgaria. In winter they gather together at home for a dinner or go to visit their friend or relatives.

Among Ukrainian youth is not so popular working during summer holidays in some companies or abroad. But as children are growing, they have more demands and not all parents can give them everything they want, young people are trying to find some part-time job or are trying to work at least during summer holidays. It is necessary to admit that summer holidays in secondary and high schools are lasting for three months. More accurately, three years before ending school, they have exams, which are lasting almost a half of June and then some praxis, which means cleaning some class-rooms and helping teachers with reconstruction etc. Next year are no exams but can be some praxis. In school I studied, we had translation praxis which lasted for two weeks. We had to translate science-technical texts in order to practice in translation and after school obtain a certificate in translation. And the last year in school youth do not have time for holidays. They have to pass graduation exams at school in June and after they have entrance exams in University. As globalization is spreading, it begins to be popular among students going “for summer” to the USA. Mostly, they stay there for a year or more.

People in Ukraine like holidays. As has been mentioned before, there are many religious holidays and people really enjoy them. There are also many Bank holidays. My teacher of Mathematic said that our country is “a country of holidays” – people find any matter to make this or that day a holiday. It is very interesting fact that if in calendar holiday is a weekend, it is removed to a working week. For example, if it is on Saturday, on Friday people have a half-day only. And if holiday is on Sunday, the next day, Monday, will always be free-day. But this does not mean that Ukrainian people are lazy and do not want to spend their time working. Maybe, it is antipode – they are working hard for a long time and that is why every day, which is free, and people can stay with their families at home, is greeted willingly.

And finally, as has been said before, almost everybody in Ukraine has higher Education. And for children at high school is completely obvious that after it they will go to University. That is the reason why person, attending university is not admired so much as in Czech Republic. As mostly people have predicates, it is not popular to write in every data form before or after their name also their predicate.

2.3 *Facts of Ukrainian Corporate Culture*

Primarily, it is necessary to define what corporate culture is. It is said that corporate culture “is the collective behavior of people using common corporate vision, goals, shared values, beliefs, habits, working language, systems, and symbols. It is interwoven with processes, technologies, learnings and significant events. In addition, different individuals bring to the workplace their own uniqueness, knowledge, and ethnic culture. So, corporate culture encompasses moral, social, and behavioral norms of your organization based on the values, beliefs, attitudes, and priorities of its members” [13].

It is a known fact that Ukraine is relatively young country, so that is why it has not many companies, which have long history. It leads to the fact that Ukrainian corporate culture is not very developed. To be exact, its corporate culture has not been studied yet and it is not easy to describe it in the thesis. But some employees in Ukrainian companies were so willing to give some information about corporate culture, which is necessary for writing this thesis.

Primarily, during the Soviet rule there has been no corporate culture in any plant. To be more definite, it has not been defined as a corporate culture. There were some arrangements, which were held for unification of collective. But my parents have told me that it was based not on culture, but mostly on the ideology of a political party. There have been held different competitions, such as marathon on the Worker's Day or some other sports action on their professional day. In some organizations workers have gone to the restaurants on the New Year Eve. This was an archetype of today's corporate parties.

There has not been any specified type of clothes. Everyone could come to work in everything they want. There has not been fixed that women must go to work in jackets and skirts or only classical trousers and men only with neckties and suits. They could go in casual clothes. But people who worked in manufactories had to wear special uniform in order to preserve work injuries.

Secondly, in even after Ukraine has achieved independence, many companies have continued in adherence to the same "corporate culture" as has been during the Soviet rule. But instead of celebrating some their professional holidays as Worker's Day etc, they began celebrating the day of foundation of the company and so on. Long term and fixed tradition of the behavior at work is very hard to break, so some companies even till these days can not completely change their tradition.

Thirdly, it is necessary to admit, that nowadays many foreign and international companies appearing in Ukraine. And it is understandable that they want to engrave their own corporate culture, which is traditional in these companies. So it is possible to say that Ukrainian corporate culture is now shifting to the corporate culture of European companies. And it can not be surprising because now is age of globalization and more and more thing become the same in countries, which have no similarities in culture or in history and so on.

Moreover, after having interviewed some people who are working in Ukraine, they have told me some specialties of corporate culture in their companies. For example, one company has its own embassy and defines its own essential values, which are supported in team by leadership. These are responsibility, honesty and politeness. One typical specialty in that

company is minimal distance between superiors and subordinates. Everybody is speaking to each other by name and in more informal way. The second more typical specialty is that each subordinate can come to his boss at any time and superior will answer every question. Subordinate must not register for meeting with his superior and wait for it for a few days or even weeks. In several companies informal democratic communication is valued.

Other company, which is a chain of restaurants, has its own symbols and motto. They say that it is the most specialty of its corporate culture. Each worker from cleaners to directors minimally has logo of the firm on their clothes and maximum work in uniforms, which is presented by the company. Company is also fighting for healthy way of life of their employees, one of their interior slogans is: "You are working for cigarettes or for work? Do not smoke!" Moreover, they are motivating every worker with season-ticket to fitness center or to beauty salon, who gave up smoking.

There is also a company, which has its own motto and mission; they are also organizing corporative parties and holidays. This company also pays some small remuneration for employees, who have worked in company for more than three years. And every further year this remuneration is growing. Typical for this company is that they are not only speaking about healthy way of life but they do everything for their workers to be ill less. They have a contract with private clinic, where their employees have essential reduction for treatment there.

The last company, I have interviewed person from, also has specialty. This specialty is that in this company have no meetings on Friday. During week people must wear formal clothes and on Friday they can wear casual clothes. Each worker in the company uses office supply with logo of the firm, which is specially ordered. And the most interesting specialty is that when workers stay in the office overtime or work during weekend, company brings food from restaurant at expense of the firm.

Those were only some facts about Ukrainian corporate culture, which are typical for these or that company. Some people have told me that they have no corporate culture but they have some human rules and norms, which only they are using. But different people have different

values and when there is no set corporate culture, sometimes it is a mess in a company. As has been written before, more and more foreign companies are appearing in Ukraine, and they are bringing corporate culture, which is typical for their country or especially for that company, in Ukraine. It is possible to say that more and more Ukrainian companies are picking corporate culture, as in some companies abroad.

There are some manuals or schoolings for Ukrainian managers about corporate culture. These training sessions help them to bring corporate culture within their companies and foster better atmosphere among employees. Corporate culture is important for better cooperation inside of company and for clear direction of worker's behavioral patterns.

3 Ukrainians in the Czech Republic

In this section, history of Ukrainians in Czech Republic will be elaborated upon. Especially, it will be described 3 migration waves in Ukraine. Then, two main reasons of migration – migration for living in Czech Republic and migration for temporary employment are introduced. Arguments will be supported with statistical evidence.

3.1 *Migration*

As a result of many political and social-economical reasons, during many years many Ukrainians find themselves and are living at present beyond the borders of Ukraine. Not many people know that there were three waves of emigration in Ukraine. But such a term for this fact is very relative. Understandably, migration has almost never stopped but only their intensions were changing. In fact, it can be spoken about peaks of migration [14]. The first wave took place from the last quarter of the XIX century till the beginning of the World War I. The second wave was in the period between the two wars. The third wave of emigration has started after the World War II. Nowadays' migration is in the fourth wave of emigration.

The main reason of the first wave of emigration were socio-economical conditions. Movement took place mainly among people from the Western Ukraine, who were searching for better fortune. Overflowing density of population, lack of free land and uninterrupted shattering of farmers' estate, immaturity of industry and inability of employment, permanent impoverishment and anxiety of children's future forced the poorest rows of population to emigrate. It is possible to suppose that this category of emigrants felt approximation of military catastrophes and social quakes. Most of them supposed that they went away only temporarily, for work, with the premise to come back.

The World War I and Revolution in 1917 caused the second wave of emigrants. Postwar years, after-effects of revolution and disagreement with the existing system became the reasons of the second wave of emigration. It was political emigration. It is necessary to admit,

that in the 20is years of the past century took place also remigration. People came back mostly from Canada, they doubt to help to “recover” Ukraine. But during the “Stalin tenses” some of them emigrated back to Canada and some of theme were repressed. Between the two wars more that 300 000 people left Western Ukraine.

The reason for the third wave of emigration became World War II. Ukrainian began moving at the end of the war. Unlike the two first waves is considered to be especially political. During the war, 5 000 000 of Ukrainians have been escorted to the Germany from Ukraine by Fascist occupational power. After the victory, 310 000 of Ukrainians found themselves in a position of escapers or “removed people”. They were afraid to come back to their native country and that is the reason why different international organizations, in particular UNO, have taken care of these people. During the post war years, the number of emigrants grew thanks to the departure of dissidents and spouses with the emigrants. Before the year 1989 40 000 people fled the country.

After Ukraine gained its independence, the last - fourth wave of emigration began. Socio-economical reasons are blamed for the movement. The great majority of people, who left, were science workers and laborers. 7 000 000 people have left Ukraine during that last 10-12 years. It is typical for the last wave of migration that not everybody emigrated officially; part of them is living abroad illegally. Some resources induct that more than 15 000 000 people beyond the borders of Ukraine. Many Ukrainians have united in some public organizations with the aim to keep their identity, language, culture and traditions [15].

As it has been mentioned earlier, many Ukrainian people are living in the Czech Republic illegally. Nowadays, this number is reducing because almost everywhere workers are controlled. Sometimes are organized unexpected controls and more and more people are sent back to Ukraine. But these steps are recent, before it has not been controlled so much.

It is very necessary to say that many people, who are of Ukrainian origin and have arrived to the Czech Republic after World War II, are staying here till now. Most of them are trying to bring here their relatives, e.g. sisters, brothers, cousins etc. But these people have almost no chance to get Czech citizenship. Example from the life of one acquaintance is that she has

been living in the Czech Republic for a long time and her husband is Czech. They also have a daughter but that lady has not Czech citizenship. The reason is that every summer she with her child goes to Ukraine, to her parents, who are living at the seaside. At alien police they say that she is visiting Ukraine too often and she has no chance to get citizenship. But people of the Czech Origin, who have had to remove to Ukraine after year 1968, are moving back and they have more chance to get Czech citizenship because they or their parents have been citizens of the Czech Republic.

There have been some statistics, which have registered the official numbers of the foreigners in the Czech Republic. For this work only Ukraine is important, so the table below shows the official number of Ukrainians in the Republic for some decades of the years.

Table 1: Number of Ukrainians in the Czech Republic (1992-2007)

Year	Permanent residence	Long-term residence
2007	17 445	93 907
2006	14 165	77 186
2005	24 129	15 334
2004	21 063	13 262
2003	10 933	48 583
2002	10 704	48 441
2001	9 909	41 916
2000	8 774	41 438
1999	7 790	58 093
1998	6 240	46 444
1997	4 632	38 770
1996	2 769	43 534
1995	2 120	26 038
1994	1 563	12 667
1993	1 208	4 809
1992	528	320

Source: Police of the Czech Republic: Migration in the Czech Republic from view of the Alien Police and Frontier Guard at statistics. Web pages (24.04.2008): <http://www.mvcr.cz/statistiky/ileg2003/migrace.pdf>

In spite of this fact, from the table it is evident that from the year 1992 the number of permanent residence has grown. The reason is that people, who have come to the Czech Republic later, have lived there as long as is needed for getting permission for the permanent residence. Nowadays this time is 5 years. A few years ago it was 8 or 10 years. It is spoken that in a near future for getting permanent residence Czech language exam will be needed. To my mind, the number of permissions will reduce. Mostly, people are living in some hostels with Ukrainian community and not every job requires good or even minimum knowledge of the Czech language.

There is very interesting fact, that some people who come to the Czech Republic for the temporary employment stay here for more long time and it is possible to say that these people are emigrants. Experience of my own family is that my father went to the Czech Republic for temporary employment. His story is that he did not want to be as the mostly Ukrainian workers – spending time in bars or pubs or sitting together in the hostels and doing nothing; he began training sports – martial arts. The life here and mostly his new interest was so strong that he decided to bring here the rest of his family – me and my mother. There are many such families but each has its own example. One of our acquaintances brought his family to the Czech Republic because he is sure that life in Ukraine is worse. But if in our family education is very important and is on the first place in our lives, his elder daughter does not even have graduation from the secondary school. She is rather young but she works as cleaning women in people's houses in stead of getting education with a chance of good employment in future. While watching this it is not possible to say that that man have given better life to his children, at least not to his daughter (his son is studying as a motor mechanic).

Nowadays not so many people come to the Czech Republic. It is not so profitably for them as few years ago. As Ukraine is trying to enter the EU, everything is very expensive. It has no logic but nothing is European except prices for food, clothes, petrol and so on. People in Ukraine say that now there is no middle rank, there are too many very poor people and many too rich people.

While speaking about people who have primary come to the Czech Republic for temporary employment, it is impossible to leave reference about number of official permissions for work there. Following table shows some statistical numbers of permissions, given to the citizens of Ukraine.

Table 2: Number of Work Permissions to Ukrainian Citizens (2005-2008)

Year	Number of permissions
Year 2005	393 508
Year 2006	486 371
Year 2007	590 422
Year 2008 (3 months)	176 937

Source: Integrated Portal of Ministry of Work and Social Items: Employment Rate, Employment of the Foreigners. Web pages (24.04.2008): http://portal.mpsv.cz/sz/stat/zam_ciz_stat_prisl

It is seen from the table that number of permissions for work is growing from year to year. Preliminary can be said that during the year 2008 this number will increase more and more. It is obvious from the table. If during three months there have been released more than one-third of permissions as in year 2005. These are only approximate numbers, but real numbers could be much larger. The reason for the growth of the permissions can be also that it is becoming harder and harder to come to the Czech Republic illegally because of strict controls on the borders. It is caused by the last year's event in December, when the Czech Republic entered the Schengen area.

3.2 *Temporary Employment*

Primarily, it is necessary to say that economical situation in Ukraine made many people to leave their families and houses and to go abroad to earn money to support their families. Many people also had no chance to give their children quality education at a university. And it is very serious problem, with regard to the fact that without higher education it is almost impossible to find good job. It is almost impossible even with the higher education. If person have no powerful acquaintance, it is very hard to find prestigious job.

There are a little bit more possibilities in the capital in Ukraine, but not everybody have such courage to move there.

With the hope for better chance for them and their children, many people, both men and women left their children with grandparents at home and went abroad. They had different aims – some of them wanted to do reconstruction of their flats, some had cloven building of their own houses, some had children, who had to go in few years to the University but people had no money for it. These people thought that it is the best decision but it was not. Many of them left their small children, who even did not have 10 years. Maybe they relied that they will come to visit their families but mostly they went to the Czech Republic, then they could not lengthen their visa but it was impossible for them to come back home because family had not chance to earn their living. As a result was their uninterrupted residence in the Republic and mostly they have not seen their children for years.

It is not possible to define for how long people go to work abroad. It depends on reasons why they went away. Some only need money for their children's education. Taking to an account that wages in the Czech Republic are higher and some people have two or more jobs, these people may not stay here for a long time. Very important fact is also number of children, seemly, the number of educations needed to be paid. Others have building of their houses cloven. This fact requires more patience and more years spend abroad, far away from their families.

Very interesting fact is that mostly women go earning money abroad. It is not known what has influenced it. Possibly, it is influenced by higher responsibility and their work diligence. As was mentioned before, many people from the fourth wave of emigration were science workers and workers. Such science workers mostly emigrated to the USA or Canada. People, who went to the Czech Republic, had higher education and had a degree but they did not use their knowledge while working in the Czech Republic. Mostly people looked for any job, often not well-paid and rather hard. For example, many women are working in an unnamed factory. They work twelve hour shifts, it is very cold there and it is not allowed to have some breaks.

The whole year there round is the same temperature of -4°C. Every time they want to go to bathroom they must report to their superior. Mostly they go there to warm themselves because it is impossible to survive in such a cold environment. Another example is when women work chambermaids. They have to work hard the whole day in a hotel in Prague. Most people do not live in Prague but in suburbs because of living and housing cost. In some instances, it may be even possible that shifts run late and workers stay sleeping at work. They have only a few free days, which are scheduled according to needs of their “employees”. Many of them ruined their health by such hard work and had to come back home to heal. One example is that one woman was in the Czech Republic with her husband. She worked in cold for some time and when she came home she had problems with legs. Now she has disability pension.

As well as women are hard working, men also do not have better work conditions. Nowadays, situation is changing for better but few years ago, men could find job as construction workers, as carpenters, as handyman in some villa etc. Nowadays is very widespread to get work from the contractors. Mostly contractors are men, so it is possible to say that hard jobs are usual among men. It is interesting to admit that men can work in branch, in which they have got education. For example, they can work as motor mechanics; some of them are skilled carpenters, another have worked for long time as plumbers.

Very important and rather interesting and in some way strange fact is that usually contractors’ attitude to their workers is awful. Some of their workers have no weekends; must go to work too early every day, it is impossible for them to stay at home for some days while being ill etc. Moreover, workers are not always well paid; it means that they could earn more if they work without such an “agent” as contractor is. People could never discover how much their work costs because contractors some part of the wage charge to themselves. Usually these sums are not low if take to consideration that they do nothing, while other people are working hard day by day without weekends, without possibility to have a rest.

While speaking about contractors, it is necessary to admit that another part of their job is to help people to get official papers like visa, permission for work etc. There is one significant fact that people, who have their own papers and they got it without help of contractor, and do

not have a possibility to get job with help of that people. At least, some of them do so. And the worst thing is that they will never say frankly that they do not want to do so, but they will work out some embarrassing excuse why they have no free places.

To conclude problem of temporary employment, it must be said that nowadays not so much people go to the Czech Republic to be temporary employed thanks to the economical situation in Ukraine. It was also the reason, which made people from Ukraine go abroad for earning money. While speaking about workers, it is impossible to pass by the fact, that mostly they do not have good working conditions and usually they even do not have quality living conditions. The worst thing is that workers are perceived as some robots and it seems that nobody wants to solve this problem somehow.

4 Suggestion for Managing Ukrainian Workers

In this section will be compared two cultures on the basis of Hofstede's theory and researches. This comparison will be the basis for suggestion of a possible decision to improve cooperation between Ukrainian workers and Czech managers. This decision will be based also on the facts about culture of two countries and nowadays' situation of Ukrainian workers in the Czech Republic.

4.1 *Comparison by Hofstede's Indexes*

Primarily, for better understanding people from two different cultures, and in some way prediction of possible behavior each of them, it is useful to give support for theories by correct practice. In this thesis again researches by Geert Hofstede will be used. To have more definite distinction between two countries correct indexes will be illustrated in the below table.

Table 3: Indexes According to Hofstede's Theory

	Ukraine	The Czech Republic
Power Distance Index (PDI)	93	57
Individualism Index	39	58
Masculinity Index	36	57
Uncertainty Avoidance Index (UAI)	95	74

Source: Hofstede, G. – Hofstede, G.J.: Cultures and Organizations, Software of Human Mind, Prague: Linde Ltd., 2007

The first thing to be compared is Power Distance. According to the Hofstede's researches, "countries with high Power Distance Index are more centralized, salary ranges between top and bottom of organization are wide. Inequality among people is expected, privileges and

status symbols are expected and popular. Subordinates are told what to do; less powerful people should be dependent” [8]. It is typical situation for Ukraine and its companies. The difference between wages and inequality among people are the two main things which are typical for Ukraine. Many people are not satisfied with this fact. It can be the reason why people are trying to study abroad and then find job there. For decades Ukrainians have felt such high power distance that several decades are needed to reduce it. Nowadays, as many foreign companies are appearing in Ukraine, power distance is decreasing but it will last for several decades to reduce it for a half. In contrast from Ukraine, the Czech Republic has Power Distance Index a little bit lower. That means that in the Czech Republic inequality and differences between wages in the organization are not as high as in Ukraine. And that situation with power distance in the Czech Republic is better. But even of these indexes are different, Index of the Czech Republic is also too high to speak about absolute opposite of Ukraine.

The second thing is Individuality Index. It is seen from the table that Ukrainian people have a need to remain in groups. Maybe it helps them to feel better. Nowadays this situation is changing because when people begin to understand situation in Ukraine, they are trying to be more individualist. In the Czech Republic this index is higher. Maybe it was the reason why living in the Czech Republic for some time, I understood the same thing; people have to rely only on themselves. Some Ukrainian workers are very good actors and actresses. They are saying that it is important for Ukrainians to be together but at the same time everyone is thinking only about himself.

The third thing to be compared is Masculinity Index. In Ukraine this index is rather low, it means that Ukrainian culture is more feminine culture. The main influence on this result had USSR. People were supposed to be faithful to the political party. It was dangerous to say what one thinks because there have been gigantic risk to be send to Gulag etc. Party taught people to work, only after hard work they could be true people. While using rather expensive cars, TV sets etc, politics told people that it is not sense to have all these things, important is family and people around us. For many generations such ideology took place, so that is the reason why masculinity index is so low in Ukraine. Nowadays people are trying to live in order to

work and people are becoming tougher in a way. It is not noticeable from the table because my generation is becoming more goal oriented. The reason why this index is rather high in the Czech Republic is that this country is European and more developed than Ukraine.

And the last is Uncertainty Avoidance Index. In this case these two countries are very similar. Both have this index very high, it means that are two countries with strong uncertainty avoidance. The reason may be that these two countries are relatively young and are not so developed like, for example, Great Britain or France, which are countries which have been strong for ages. People with high uncertainty are living in a high stress, everything what is new, is dangerous for them. People can not live without rules; they want everything to be defined. The main reason for strong uncertainty avoidance was also the fact that Ukraine was under the Soviet rule. The only rule was ideology of the party and everything new and unknown was bad and treason to the party.

To conclude the comparison according to the Hofstede's indexes is seen that Ukraine is feeling after-effects of USSR and Communistic party, which ruled people's lives for a long time. And interesting fact about the Czech Republic that mostly it is in the middle, this fact can be compared with a person, who escaped from the place, which was not comfortable for him and now he is hesitating, if to go anywhere or not.

4.2 *Advise for Better Mutual Understanding*

Primarily, while speaking about Ukrainians, as visitors of foreign country, is necessary to say that before going abroad, the most fundamental thing is to learn basic facts about the host culture. It is necessary to understand the social customs and social system of the host culture. Otherwise, people can be very embarrassed and an idea about Ukrainians is not favourable. People begin hate Ukrainians and less educated people think that all of foreigners are the same. That fact impedes Ukrainians to get better job and to live more quality life. Ukrainians themselves create stereotypes about their community and while showing their cultural illiteracy, do not appreciate the fact that they are doing harm to themselves.

Secondly, better awareness should also be from people of the host country. Always the best is to expect that guests will be prepared and if anything is going wrong, to say that it was visitors' mistake. But it does not work every time. It is necessary to realize that we all are people and not to demand from other people anything we do not want other people to demand from us. For example, as was mentioned before, women, who work twelve hours shifts without a break in a cold conditions. It is really impossible to survive in such conditions and to my mind it is a murder in some way. When person comes home and finds that pain in legs is rather serious illness. Serious in such way, that it is possible to get disability pension. It is reasonless to go abroad to earn money and come back as a disabled person. Maybe some people will have an idea of a counterargument, for example, that Ukrainians are paid for their work. It is true but it does not mean that these people can be treated to as some robots or immortal people. The main thing is to remember that we all are only people and primarily, we are people.

It is also important to realize that while working and living in the Czech Republic alone, far away from family, it is very hard not to think about them and it is natural that everyone is missing families, native land, friends etc. That is the reason why Ukrainians like to go home for holidays, especially for Christmas. The other reason, as mentioned before, Ukrainian people love spending time with their families and holidays are very important for them. The second reason is that journey in Ukraine is not very short, so people when going there are trying to be at home as long as possible. It must be also taken into account when employing Ukrainians.

And finally, the last thing, which may be the most effective, is to organize some seminars for Czech managers about cooperation with Ukrainian workers. The most effective and better way is to employ some manager of Ukraine origin, who have immigrated to the Czech Republic but remembers typical behavior of Ukrainians. Such person can be very useful for both sides. Czech managers must not be afraid that they can do any mistake or will be embarrassed somehow. And Ukrainian employees will be more open to the company; will have some certainty about their work and attitude to them. They also will not be so frustrated

by alien people and unknown world if they have a person who will answer their questions and help them to deal with some possible problems. The second thing, which can also be important and effective, is seminar or some lectures about Ukraine, its culture, traditions, people, systems of education etc. But for the better effect a person, who knows all these things from his own life must be invited. It is known that seminars and lectures are more interesting when they contain practical items. The best things are stories from people's own lives. Due to that atmosphere in the hall is friendly and people are feeling comfortable and lecture is not boring, but in many cases instructive.

All these steps should be taken into account when employing foreign workers or when being employed abroad.

Conclusion

Nowadays, many Czech companies employ Ukrainian workers. The question is that these workers mostly do not have leading function. Many of them are working as office-cleaners or attendants in snack bars, when speaking about women. As far as men are concerned, most of them work as guards in garage of the company or as repairing fitter. Situation of such people needs to be examined.

Primarily, it is necessary to say that many of these people do not have suitable work conditions. As mentioned before, people stay at work as long as their chief says them to. Many of them have no chance to get any weekend for a long time, because, for example, there are many guests in a hotel or have come large batch of wares and it is need to be worked up in a particular time. These people stay at for such a long time that has never been mentioned in any law. Attitude to people is worse than attitude to some animals. Looking at some of that people is impossible to believe, that they can bear their work conditions.

The main aim of the work was a suggestion of possible decision how to approve cooperation between Ukrainian workers and their Czech employers. This aim was reached; decision which can improve cooperation and make communication between representatives of two different cultures was suggested. But nothing is effective without aspiration from the two sides. It is possible to speak about bad work conditions for hours and give some possible decisions but until employer realize that his employees are not animals, but people as them and their families, it has no effect. The same thing is important while speaking about Ukrainian workers. It is impossible to go to foreign country and know nothing about its culture. The fact, that people do not know even basic facts of culture can be understood. The worst thing is when people come to the host country and they behave themselves as shy fellows. They can not expect that people will understand them. The main thing is to realize that they are guests and their behavior can influence situation of the rest of Ukrainians. Nowadays, many Czech employers do not want to employ Ukrainian workers because of reputation, which is usually smirched.

One more possibility for possible decision is to organize special international seminars where representatives of each country can tell interesting fact about country, its culture and tradition in order Czech employers realize that Ukrainians are also people, who have their own traditions, culture and value. After those seminars some parties can be held where facts, spoken about in the seminar can be shown as they in practice. For example, could be made some short performances of celebrating most important holidays, some shows where people can show their folk arts – dances, songs and examples of national clothes and needlework goods. Such events will help for relaxation of international tension and help representatives of each culture see similarities and differences. This can help to create new norms of behavior, exactly to change them a little bit, in order to help Ukrainian people for faster adaptation and improve their willingness to work.

It is no secret that people's work is faster and more effective when they know that their chief understands needs of his workers and them are in a good terms with each other. Lack of such understanding and lack of improvement of good terms on the work place lead to quarrels, unwillingness of employees to work effective. This influences low work efficiency and causes more and more quarrels and mutual accusation and further intercultural conflicts.

Finally, the most necessary thing is to realize that both, Ukrainians and Czech people must take into consideration that the first step for effective cooperation is sufficient information. More communication means better cooperation. Lack of information accuses the majority of conflicts. Czech employers must behave as hospitable and kind hosts. And Ukrainian employees must be thankful and polite. When both sides realize it and begin doing something to improve it, is possible to speak about effective cooperation between Ukraine and the Czech Republic.

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