

Cultural determinants of national management models: The feasibility of implementing foreign practices in the Ukrainian IT sector

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Abstract. Ukrainian management, which emerged as an independent phenomenon relatively recently, is currently transitioning from outdated practices of the Soviet era and actively adopting managerial methods from well-established foreign models, creating the need to analyse the validity of such adoptions. The purpose of this research was to evaluate the feasibility of following foreign management styles in the Ukrainian IT sector based on cultural characteristics. A mixed-methods approach, which includes comparative analysis, generalisation, and synthesis of the theoretical information and case studies of Netflix, Ubisoft, SAP, Spotify, Rakuten, and Kakao, was employed. As a result of this study, the influence of cultural characteristics on the formation of national management models in the modern context was confirmed. Long-term orientation and a focus on innovation were found to be present in each of the investigated models regardless of cultural characteristics. Calculations of Euclidean distances revealed that Ukraine shares the greatest cultural proximity with South Korea and France, while having the fewest similarities with Sweden and the USA. The Ukrainian managerial style was identified by analysing SoftServe's practices and was compared to other models. The findings indicated that the Ukrainian management approaches generally correspond to the cultural characteristics, highlighting a strong potential for their effective implementation. However, some features were adopted as a result of following foreign managerial practices without taking into account the national mentality. Consequently, recommendations for the adoption of managerial practices that correspond to cultural characteristics were formulated. The practical value of this research lies in the possibility for managers of Ukrainian IT companies and management specialists to utilise these proposals for improving the efficiency of organisational processes and identifying managerial tools that will encounter the least resistance from personnel

Keywords: adaptation of managerial approaches; managerial efficiency; Ukrainian leadership style; management methods; Hofstede's theory

● INTRODUCTION

In the context of globalisation, alongside the possibility of adopting successful foreign practices, there is an increasing risk of utilising methods that may face great resistance from employees. The war in Ukraine poses a severe threat to the state economy, and the ability of businesses to operate efficiently is not only the key to individual market success but also a crucial factor in ensuring the survival of the entire Ukrainian economy. Selecting practices that align with the national mentality can save organisations'

valuable resources, such as time and funds, which would otherwise be spent on mitigating the negative consequences of employee non-acceptance of adopted practices caused by cultural differences. In order to ensure the feasibility of adopting foreign practices, the cultural features of Ukraine and the selected companies should be analysed and compared.

V. Harkava *et al.* (2024) observed that the obstacles facing Ukrainian businesses include corruption, bureaucracy,

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a lack of well-developed infrastructure, tough competition in the international market, digital transformation, social responsibility, and regulatory changes. Furthermore, the war has led to the emergence of such problems as political risks, high economic instability, destructive consequences of the conflict, and large-scale emigration of skilled workers. The authors emphasise the need for Ukrainian management to be more flexible, innovative, and strategically oriented. In the context of active cross-cultural interaction, companies increasingly strive to adopt successful managerial practices from different national models. I. Perevozova *et al.* (2023) investigated the current trends of Ukrainian management and compared them with international practices, which helped to identify the gaps and problems hindering the process of management transformation in the country. The scholars noted that martial law in Ukraine forces organisations to seek new solutions, leading to the active integration of international experience. However, the feasibility of adopting foreign managerial practices solely based on their effectiveness in other countries may be questioned due to cultural differences. M. Averkyna & A. Matvieiev (2025) investigated the influence of Hofstede's cultural dimensions on change management in organisations. The authors identified the direct effect of six cultural characteristics of a nation on the formation of managerial practices and applied the findings to the development of a new quality control system in a German company. The scholars noted that Ukrainian IT companies operate in their own unique circumstances, which may cause variations in managerial practices, but they must still take into account national cultural characteristics during the formation of theoretical and practical principles of change management.

D.A. Firican (2022) investigated the influence of Hofstede's cultural dimensions on various aspects of management in organisations. The study found that, although it is advisable to change the culture in a company to foster innovation and facilitate change, certain characteristics of national culture are not malleable and management needs to adapt to them. P. Suslov (2024) conducted a comparative analysis of the American, Japanese, and European management models and noted that adopting foreign practices from these models can improve human resource management. Although the author argues that taking cultural aspects into account is also crucial, the research was not focused on identifying the feasibility of following foreign practices in light of specific cultural characteristics. Yu. Kopchak *et al.* (2021) investigated the specific features of managerial styles across a range of countries, noting that most methods in Ukrainian management are borrowed from the American and Japanese models. According to the scholars, new practices of companies in Ukraine do not always take into consideration the features of the local mentality. However, as a comprehensive empirical study of management in the IT sector by N. Mazur *et al.* (2025) demonstrated, the most effective project teams are those that ensure an alignment between their cultural characteristics and chosen methodologies.

T. Melnyk (2023) studied the current state and challenges of Ukrainian companies, identifying key instruments for national business development during wartime. The research focused on the actions of the government and

international partners that could improve the resilience of the Ukrainian business sector. The scholar notes that some companies may demonstrate significant potential under the circumstances of extreme crisis and become more competitive. To achieve this, the maximum flexibility and innovativeness of business management must be ensured. Currently, Ukraine faces a large number of obstacles to its development and overall survival. To support the various functions of the state, it is vital to ensure the maximum efficiency of domestic economic activity. Management in companies is still adapting to the new reality, striving to establish the most effective system. However, to identify practices that will be acceptable for Ukrainian employees, cultural features must be taken into account. Though numerous scholars emphasise this necessity, the alignment of Ukrainian managerial practices with the cultural characteristics has not yet been sufficiently studied, which highlights the relevance of this research. Given that the information technology sector is one of the most developed in Ukraine, the analysis in this article focuses exclusively on IT companies, thereby providing the study with the potential for broad practical application.

The aim of this research was to comprehensively examine the alignment of the Ukrainian management style with cultural characteristics that can ensure managerial effectiveness, and to formulate recommendations for eliminating or adopting new practices that are more suited to the national mentality. To achieve this, the strength of cultural influence on the formation of management models in the modern context had to be determined. As Ukrainian management is still in its formative stages, the identification of its current characteristics was also a necessary element of this study. To achieve this aim, the following objectives were established: to define the influence of cultural characteristics on the national managerial practices used in the representative IT companies of the American, French, German, Swedish, Japanese, and South Korean management models; to determine the features of the Ukrainian managerial style and their correspondence with national culture; to identify the managerial techniques that can be adopted in Ukraine from other national models on the basis of cultural proximity to the respective foreign countries, established by calculating cultural distances according to Hofstede's dimensions. This study contributes to the existing body of knowledge by providing a comprehensive evaluation of the compatibility of Ukrainian managerial style with national cultural characteristics using Hofstede's dimensions.

● MATERIALS AND METHODS

The study was theory-driven research combined with a case-based analysis of national management models. This approach allowed for the identification of the current developmental state of these models in the modern business environment. The research consisted of two main stages, enabling a comprehensive examination to be conducted, which can have practical application due to the consideration of real-world examples of managerial practices in currently operating companies.

At the initial stage, the theoretical foundations of factors influencing the formation of national management models were investigated by reviewing relevant

literature, facilitating a comprehensive overview of this issue. Given that cultural aspects were found to be one of the most important factors influencing the formation of managerial styles within a country, Hofstede's Cultural Dimensions Theory was examined in greater detail, as it is widely used in studies with a similar aim (Şenkaya, 2022; Averkyna & Matvieiev, 2025). The scientific literature regarding the five cultural dimensions, which are power distance, individualism, uncertainty avoidance, long-term orientation, and masculinity, and their direct impact on particular characteristics of managerial styles was reviewed. Additionally, the national management models of Japan, South Korea, France, Germany, Sweden, and the USA were examined through an analysis of Ukrainian and foreign theoretical literature. As the models' characteristics were identified in earlier studies, an analysis of managerial practices in the companies headquartered in the corresponding countries was conducted in order to confirm that, despite the homogenising trends of the modern globalised market, national culture still significantly influences managerial styles. To achieve this, the annual reports and publicly available corporate information of Rakuten (Japan), Kakao (South Korea), Ubisoft (France), SAP (Germany), Spotify (Sweden), Netflix (USA), and SoftServe (Ukraine) were analysed. Practices that directly reflect characteristics shaping a management style were gathered and structured into three tables. The initial table represents guiding values and principles of the companies together with their corporate structures. The focus of the subsequent table is human resources management, particularly training systems, evaluation methods, and staff engagement, while the final table characterises the strategic development of the companies, represented by time horizons and innovation activities.

Data regarding employee evaluation, compensation and engagement were extracted from the official, publicly available resources, such as annual reports, universal registration documents, and corporate websites. The analysis of compensation focused on the diversity of remuneration tools and declared methods used by the companies to incentivise their employees. Due to the lack of detailed public information across all investigated organisations, the flexibility granted to employees in allocating their remuneration elements (e.g., choosing salary-to-stock ratio) was examined only in cases where such data was explicitly disclosed, namely for Netflix. The assessment of employee engagement involved comparing the diversity of claimed practices utilised by the companies for staff participation in corporate management. To provide an objective baseline for comparison, quantitative engagement scores (measured on a 100-point scale) from the most recent available reporting period were extracted. However, these figures were analysed only for the companies that officially published them.

Based on the studied managerial practices and theoretical literature, a summary table of national management models' characteristics was compiled using interpretive analysis. Subsequently, the features were analysed through the lens of the cultural dimension scores of each country. As the world is changing rapidly today, it was crucial to confirm that cultural influence on the formation of managerial practices remains present. In the subsequent phase

of the study, a quantitative method was employed. The cultural distances from Ukraine to each of the investigated countries were calculated using the Euclidean distance formula, which is often used by scholars in studies regarding the influence of culture on management formation (University of Pennsylvania, 2023; Gama *et al.*, 2025). The standard Euclidean distance formula is expressed as follows (Akhimien & Adekunle, 2021):

$$CD = \sqrt{\sum_{i=1}^n (I_{iHOME} - I_{iHOST})^2}, \quad (1)$$

where CD – the Euclidean distance between the home (Ukraine) and host country based on Hofstede's dimensions; I_{iHOME} – the score of dimension i for the home country (Ukraine); I_{iHOST} – the score of dimension i for the target country; n – the number of dimensions included in the index ($n=5$).

This part of the study was dedicated to the investigation of the Ukrainian management style. As it is undergoing rapid transformations due to the highly unstable political situation, Ukrainian management characteristics were defined on the basis of the studied practices of SoftServe, a Ukrainian IT company. To evaluate the Ukrainian managerial style, which actively adopts foreign practices, its cultural congruence was investigated. The analytical framework was grounded on the concept that practices are considered more effective if they do not cause resistance among the workforce due to cultural and mental incompatibility. Pattern-matching method was applied, enabling the detection of Ukrainian managerial practices, which differ from those behavioural expectations dictated by the country's Hofstede scores. For this, similarities and differences between managerial practices of Ukraine and each of the investigated countries were identified. For the practices that coincide, numerical indicators of Hofstede's cultural dimensions, which influence the formation of these management techniques, were compared between Ukraine and the corresponding country. Instances where cultural characteristics were different, though the practices were identical, were noted as those that require more managerial attention, as they contradict national peculiarities and may be ineffective due to mental resistance among employees.

Additionally, a broader comparative evaluation was applied using the calculated Euclidean distances. Attributes of national management style that aligned with the models of countries with which Ukraine has the greatest cultural distances were identified as those that can be incompatible with the national mentality and, accordingly, be ineffective. Conversely, management models of countries with the smallest cultural distances to Ukraine were highlighted as subjects for future investigation regarding the possible adoption of culturally compatible practices. Based on this analytical framework, recommendations for Ukrainian management transformation were formulated. The analysis of managerial practices in the selected companies relied predominantly on corporate reports and official public disclosures. While these documents provide a comprehensive overview of the established procedures, they may represent the intended or idealised corporate culture, which may occasionally differ from the everyday operational reality.

● RESULTS

The role of cultural characteristics in the formation of national management models

The economy is an integral part of any country, and its development directly influences the state's significance on the international market. Economic growth makes it possible to support the sustainable development of the whole country by enabling greater investment resources into infrastructure, health, education, and other sectors. Every economy has its own specific characteristics and, besides the significant influence of geographical features of the area, there is a range of other factors that shape the economic activity of a country. D.E. Silaban (2025) points out that economic policies and the political situation in a state influence the volume of capital attracted, which directly affects the speed and trajectory of the economic and, consequently, the national development. I. Perevozova *et al.* (2023) note the influence of history, religion, and culture on the formation of economic activity. Accordingly, the general sequence of factors that shape market activity in a country can be presented as follows: cultural and historical heritage influences the formation of the political system in a state, which, in turn, shapes the legal institutions directly influencing the economic activity. Therefore, the weight of culture should not be underestimated while investigating a national economy.

As business entities are integral components of it, the national ethos is also the foundation of a management style of a particular country. Hofstede (n.d.a) investigated the influence of some cultural factors on the managerial activity and developed the theory of cultural dimensions, which can describe the characteristics of socio-economic models and, accordingly, national models of management. The scholar identified a set of cultural indicators. Among

them are the Power Distance, Individualism, Masculinity, Uncertainty Avoidance, and Long-Term Orientation indices. The Power Distance Index (PDI) corresponds to the level of inequality between the representatives of different hierarchical levels, namely managers and subordinates in a managerial context. Higher scores indicate greater responsibility of supervisors and the presence of larger barriers to free interaction between them and staff. The Individualism Index (IDV) is contrasted with the degree of collectivism. It indicates "the degree whether the interests of the group [prevail over interests] of the individual in a society" (Şenkaya, 2022). Masculinity (MAS) "is the extent to which the use of force [is] endorsed socially" (Hofstede, n.d.b). In masculine societies, competitiveness is more pronounced. Uncertainty Avoidance Index (UAI) measures the degree to which a nation tries to ensure a stable environment. As E. Şenkaya (2022) points out, the "higher the anxiety, [the] higher the UAI". Long-Term Orientation (LTO) is opposed to short-term orientation and it shows the time horizon on which people focus. Identifying the cultural nuances within the framework of Hofstede's dimensions helps to explain the characteristics of a particular national management model. To examine the conceptual alignment between a nation's values and managerial styles, this study investigated them across a range of countries and the companies that represent them. The scores of the analysed countries according to five Hofstede indicators are presented in Table 1. Although these scores serve as relative guidelines rather than absolute metrics, they establish approximate levels of each indicator, which can reliably describe general cultural patterns across different countries. E. Şenkaya (2022), T. Malmi *et al.* (2022), D. Aziewicz (2024), and other researchers effectively utilised these rankings while investigating different aspects of enterprise activities.

Table 1. Hofstede's cultural dimension scores by country

Country	PDI	IDV	MAS	UAI	LTO
USA	40	91	62	46	26
France	68	71	43	86	63
Germany	35	67	66	65	83
Sweden	31	71	5	29	53
Japan	54	46	95	92	88
South Korea	60	18	39	85	100
Ukraine	90	40	40	90	86

Source: compiled by the author based on Hofstede (n.d.a)

Comparative analysis of national management models

In order to study national management models, representative companies from each of the selected countries were chosen: Rakuten (Japan), Kakao (South Korea), Ubisoft (France), SAP (Germany), Spotify (Sweden), Netflix (USA),

and SoftServe (Ukraine). The corporate purposes, missions, values, principles and organisational structure were investigated through annual reports and other information published by the companies. The gathered data about management in the chosen organisations is presented in Table 2.

Table 2. Strategic frameworks, guiding principles, and organisational structures of the investigated companies

Company Name	Strategic Framework	Guiding Principles	Organisational Structure
Netflix	Mission: "To entertain the world with amazing films, series and games that inspire and thrill audiences everywhere"	Values: selflessness ("you seek what's best for Netflix, not yourself or your team"), candour, creativity Culture focus: Treating staff as a sports team, prioritising high performance over family-like tenure	Fosters a culture of "extraordinary candor", which involves sharing and receiving constructive feedback regardless of job position Employs a "context, not control" approach, which implies explaining the vision to employees rather than giving them rigid guidelines Avoids decision-making by committee; informed captains, who assume full responsibility for the results, are appointed for each working team

Table 2, Continued

Company Name	Strategic Framework	Guiding Principles	Organisational Structure
Ubisoft	Mission: “Enrich players’ lives by creating original and memorable gaming experiences” Strategic focus areas: “Product, people & culture, social impact”	Focus areas: growth mindset, discipline, innovation, creativity, team diversity	Transition towards “a more focused, agile and disciplined organisation” with an emphasis on flexibility and efficient collaboration
SAP	Purpose: “Help the world run better and improve people’s lives”	Focus areas: innovation, developing solutions, supporting customers	No clear top-down or bottom-up management style
Spotify	Mission: “To deliver creativity to the world by connecting the world to the art and creatives that shape it”	Values: one team, human judgement (thoughtful decisions), make it happen (produce results that matter)	Absence of formal centralised control; focus on community rather than structure Employs the “Spotify model”, which implies the division of employees into Squads (self-organised groups of up to 8 people with diverse expertise); Squads are grouped into Tribes, supplemented by less formal Guilds (groups of people united by similar interests)
Rakuten	Mission: “To contribute to society by creating value through innovation and entrepreneurship”	Focus areas: teamwork, professionalism, achieving goals, continuous progress (“always improve, always advance” principle)	Committees make resolutions based on proposals from subcommittees Regular progress reporting to directors Mandatory daily company-wide Asakai meeting, during which progress and agendas are discussed
Kakao	Mission: “Kakao brings the future we need closer, using technology that understands people” Goal: “[To] promote social value”	Values: integrity (prioritisation of “Kakao’s mission over personal goals”), user-centricity, a challenge for excellence, team synergy	Rigid hierarchical structure Authority is “concentrated in the CA [Corporate Alignment] Council, adding another layer to decision-making”
SoftServe	Mission: “To enable talented people to change the world”	CARE principles: curiosity, authenticity, respect, empathy Core principles: “Make [...] clients successful, develop [...] teams, and innovate daily”	Matrix structure

Source: compiled by the author based on P. Hourlias (2023), Kakao Corp. (2024), Netflix, Inc. (2024), Rakuten Group, Inc. (2024), SoftServe (2024), SAP SE (2025), Spotify (2025), Ubisoft (2025), H.-W. Oh (2026), Ubisoft (2026), Netflix, Inc. (n.d.a), Netflix, Inc. (n.d.b), Rakuten Group, Inc. (n.d.), Rakuten Today (n.d.), SoftServe (n.d.a), SoftServe (n.d.b), SoftServe (n.d.c), Spotify (n.d.b), Ubisoft (n.d.a), Ubisoft (n.d.c)

The American management model is one of the most globally distinctive. The core goal is profit maximisation. The American approach is highly market-oriented: quick innovations, an agile approach depending on the market situation, and orientation towards short-term achievements are inherent to it. Employees are perceived as resources, and their individual contribution is the measure for evaluation (Suslov, 2024). Hard skills, the ability to make decisions quickly and independently, and leadership are highly valued (Kopchak *et al.*, 2021; Frantsyz, 2024). Rigid hierarchy and discipline are considered to be traditional features of the American management style. Nowadays, however, more liberal approaches and the establishment of flatter organisational structures are practised by US companies (Kopchak *et al.*, 2021). Netflix’s managerial practices exemplify the American approach. The mission’s formulation emphasises the role of two subjects for the company: customers and products (entertainment content). Though this does not indicate a focus on income directly, products should be perceived as the instrument for the achievement of the ultimate goal, which is increasing income and shareholder value maximisation. The embedded values at

Netflix show a clear prioritisation of the company’s interests, in contrast to the Japanese management model, where people are the core of the organisation. Individual performance has absolute primacy over all other employee qualities. Netflix exemplifies modern American companies that strive to implement less rigid and hierarchical structures. This organisation advocates for a minimum number of rules, fostering a culture of straightforwardness towards colleagues regardless of position, seniority, or background. Though employees are given the power to make a wide range of decisions independently, they have to take absolute responsibility for them, which is clear evidence of the American approach. Though the German, French, and Swedish management approaches possess unique features, they are part of the European model, which encompasses the general management philosophy across Europe (Kopchak *et al.*, 2021). The German management model is focused on achieving better quality in different aspects of business operations (Shorobura, 2023). During the employee evaluation process, the level of qualification, experience, and the degree of mastering new working methods are taken into account. The German management style is

characterised by a clear distribution of responsibilities and formal reporting procedures. Professionalism is highly valued. Long-term employment is inherent to this model.

According to I.M. Shorobura (2023), the characteristics of the French management model are informal relationships, a preference for qualitative methods of analysis and logical approaches, and thorough planning, together with an authoritarian and strictly hierarchical approach. The Swedish management model is focused on achieving social welfare (Frantsyz, 2024). The decision-making process includes discussions with employees from all hierarchical levels; “group dynamics are the most important aspect of management culture” (Mäkinen & Varis, 2023). In general, the European model is characterised by formalised and scientifically grounded management, a high degree of specialisation of employees, and individual evaluation according to personal results (Frantsyz, 2024). Besides economic efficiency, a strong focus is placed on social prosperity (Suslov, 2024). Employees are often engaged in decision-making. SAP’s mission and values directly illustrate the company’s focus on social welfare. While the employees’ interests are taken into account, a strong hierarchy and formal control are present in the company, which means that there is no direct indication of a flat structure at SAP.

Ubisoft (2025) strategic focal points, in particular culture and social impact, prove its alignment with the European management style. In its 2024-25 Universal Registration Document and Annual Financial Report, the company places an emphasis on fostering discipline in the organisation, which proves the French model’s inclination towards a classical authoritarian approach and formal control while preserving flexibility. The analysis of Spotify’s managerial practices demonstrates the company’s focus on collaboration and the perception of employees as integral components of a larger whole, whether that be a group or society. The company’s core values indicate a strong preference for logical approaches. The company’s structure is flat, granting employees a high degree of autonomy in decision-making and action. The Japanese management model is significantly different from the American one. The core idea that serves as the foundation for different aspects of this model is the pursuit of harmony. The Japanese model is human-centred; all employees are perceived as integral team members rather than resources, which is why collaboration and a consensus-based approach to decision-making are among the main characteristics of this management style (Suslov, 2024). An important concept within Japanese management is the Kaizen approach, which implies continuous improvement in all business processes, including production, human resources development, and management itself. The Japanese approach is directed towards satisfying consumer needs and improving the quality of goods and services, together with decreasing costs and losses (Demianiuk, 2022).

Group responsibility, the evaluation of effectiveness as a result of collective work, and the engagement of employees to drive innovation as one team are inherent to the Japanese management model. The sense of belonging to the collective, whether it is the workforce or society, led to the emergence of such a unique feature as lifelong employment, which helps people become reliable elements

of the system in which they work or live (Frantsyz, 2024; Suslov, 2024). The most prominent characteristics of the Japanese management style can be observed in Rakuten’s approach. The mission emphasises serving society, while the concept of Kaizen is deeply embedded in the core values and principles guiding the company. In its 2024 Integrated Report, Rakuten discusses the promotion of “kaizen activities from both ‘quality improvement’ and ‘quality assurance’ perspectives”. The existing hierarchical structure, the corporate governance system, as well as the communication and reporting practices directly indicate the presence of a consensus approach to decision-making, which implies taking into consideration the proposals of lower hierarchical levels. Still, a strict chain of command is preserved, which is observable in the custom of the Asakai meeting. Although the decisions made may include suggestions from subordinates, the orders and overall strategic direction are given by top management.

The Korean management model adopted some features of the American and the Japanese models, while retaining unique characteristics. S. Petko (2023) asserts that, similarly to the Japanese approach, rigid hierarchy, authoritarian leadership, and prioritising collective interests are inherent to Korean management. The scholar notes that collectivism served as the foundation for the formation of Korean corporate management. Like American companies, Korean organisations started to recognise the need for creative approaches under the influence of globalisation, which required constant innovation. A distinctive feature of Korean management is the chaebol-type corporate structure (large financial-industrial group). The term “kkondae”, which denotes a self-righteous older person, appeared in the Korean language to describe a widespread phenomenon of older people lecturing younger people, which causes generational conflict (Lee *et al.*, 2025). As part of Korean culture, it can also be used to characterise management features in South Korea, in particular, the presence of seniority-based authoritarianism. The mission and one of the major goals of Kakao, a South Korean company, indicate its focus on delivering social value, which supports the assertion about prioritising the collective in South Korean culture and, consequently, management. The same characteristics are evidenced by the company’s core values, in particular, integrity and team synergy. Kakao has a rigid structure with multiple hierarchical levels, which is entirely consistent with the traditional Korean management model.

The Ukrainian management model does not have well-defined characteristics, and it is currently in its formative stage (Frantsyz, 2024). Although scholars previously identified some features of Ukrainian management, which inherited a range of legacy principles from the Soviet administrative system, it is currently undergoing radical transformations (Kopchak *et al.*, 2021). In addition to the digitalisation and internationalisation processes, which influence management models around the world, the reasons for these changes are the ongoing military conflict within Ukraine, political and economic instability, and regulatory changes in the country. Due to multiple risks, companies are forced to adapt constantly, which makes flexible management more valuable in the current environment (Chaikova *et al.*, 2026). Ukrainian businesses try to adopt modern and effective managerial practices used

in foreign countries. In particular, scholars note that the level of investment made in human resource development has increased notably in recent years (Harkava *et al.*, 2024). However, Y. Kopchak *et al.* (2021) argue that Ukrainian management does not take cultural specificities into account while adopting new methods. SoftServe's mission is focused on providing opportunities and, ultimately, changing the world. The analysis of its core principles indicates

the company's commitment to innovation and development while maintaining empathy in its business operations. The formulation of the "making clients successful" principle shows that SoftServe places an emphasis on people rather than on the products that enable this success (SoftServe, 2024). The analysis of the selected companies regarding corporate culture and human resource management is presented in Table 3.

Table 3. Corporate culture and human resource management of the analysed companies

Company Name	Talent Development and Acquisition	Evaluation and Compensation	Employee Engagement
Netflix	Training model: "peer-to-peer learning model where internal subject-matter experts (SMEs) lead workshops and share their expertise" Active investment in the development of new talent with diverse backgrounds	Evaluation: based on "performance – not seniority, tenure or unconditional loyalty" Compensation: employees choose their annual salary-to-stock ratio Executive officers: "performance-based restricted stock unit awards and time-based restricted stock unit awards"	Engagement through regular meetings, surveys, and shared memos Feedback and comments are highly encouraged
Ubisoft	Culture of continuous learning Training focus: soft and hard skills Training volume: employees completed an average of 6.94 hours of training (2024-2025 financial year)	Four types of promotion: "development within the same position, lateral mobility, promotion to positions of greater responsibility, and international mobility" Compensation: salary, benefits, shares Annual salary increases according to individual performance, job-related expertise, and market positioning of the role	High engagement and autonomy in the game development process Freedom to experiment with different ideas instead of following strict instructions (during one of the stages of the creation process, the development team members present the game they want to produce, which becomes the prototype for the final product) Engagement score: 62 (2025)
SAP	Training volume: employees completed an average of 28 hours of training (2024) Internal portal SAP One for access to learning materials Hiring: based on abilities instead of purely on experience or educational qualifications	Performance management approach Compensation: base salaries and target bonuses	SAP Talk conversations between employees and their supervisors, during which personal progress is reviewed and discussed Top-voted issues addressed to top management during company meetings Prioritisation of the "interests, views, and rights of [...] employees in all operations", including strategy development Engagement score: 76 (2025)
Spotify	Training focus: "T-shaped" upskilling (improving expertise in the field of main activity together with expanding knowledge in other areas of knowledge)	Evaluation: based on individual performance "Equal access to benefits regardless of seniority" Compensation: base salary, target bonuses, shares	"Culture is built on the energy of being together" Organisational structure designed to maximise employee engagement
Rakuten	Training focus: business, digital, and leadership skills; mindset development seminars	Departmental KPIs Compensation: benefits and a flexible work schedule Executive directors: performance-based compensation (including non-cash options) tied to individual and overall company metrics	Regular one-on-one meetings between managers and employees Fosters a culture of entrepreneurship among employees via R-Pitch (a programme that allows employees to develop business ideas with mentorship; the most outstanding projects are later funded and launched) Engagement score: 83 (2024)
Kakao	Training focus: core job skills, cross-functional competencies, soft skills	Evaluation: "a multi-perspective review process involving the individual, peers, and leaders" based on the Growth Stage System, which outlines the expected competency levels; assessment of individual performance, growth potential, and job-related skills Compensation: "performance-based compensation includes various forms such as salary increases, bonuses, and stock compensation"	Engagement score: 53 (2024)

Table 3, Continued

Company Name	Talent Development and Acquisition	Evaluation and Compensation	Employee Engagement
SoftServe	Diverse types of training with an emphasis on soft skills improvement Training volume: employees completed an average of 44 hours of training (2024)	Evaluation: based on “technical skills and how employees embody core values”	Active interaction “with a wide range of internal and external stakeholders to understand their concerns and priorities” The stakeholders’ expectations are taken into account in operations, strategy, decision-making, and CSR activities

Source: compiled by the author based on Yip (2018), Spotify (2021), Kakao Corp. (2024), Netflix, Inc. (2024), Rakuten Group, Inc. (2024), SoftServe (2024), SAP SE (2025), Ubisoft (2025), Netflix, Inc. (n.d.a), Netflix, Inc. (n.d.b), Netflix, Inc. (n.d.c), PlusPlus (n.d.), Spotify (n.d.a), Spotify (n.d.b), Ubisoft (n.d.b)

Rakuten, Ubisoft, SoftServe, and Kakao make more disclosures regarding the provision of soft skills, compliance, awareness, and well-being training for employees, while Netflix and SAP focus more on job-related skills. Spotify and Kakao disclose training initiatives aimed at improving cross-functional competences among their staff. SoftServe notes that considering an employee’s compliance with the company’s values is a key criterion during the evaluation process. Job-related expertise, not only individual performance, is explicitly considered during employee evaluation at Ubisoft. Kakao has established a well-defined system for staff evaluation and promotion, in which an emphasis is placed on competency levels. Peer-to-peer evaluation practices are more widespread at Spotify and Kakao, which indicates a focus on the collective rather than the

individual. Netflix has a clearly expressed culture of granting employees the freedom to make decisions individually while requiring them to assume total responsibility for the outcomes, which is reflected in the practice of choosing the structure of compensation. The employee engagement level at Kakao was 53% in 2024, which is the lowest score compared with Rakuten, SAP, and Ubisoft. The employee engagement practices and indicators at Rakuten show its commitment to valuing staff’s interests and influence, which fully corresponds to the Japanese management style. Spotify emphasises its team-centred culture, which corresponds to the Swedish management model. The final part of the analysis of the studied companies was devoted to examining strategic orientation, R&D (research and development) activities, and innovations (Table 4).

Table 4. Innovation, R&D activities, and strategic orientation of the investigated companies

Company	Innovation and R&D Activities	Strategic Orientation
Netflix	Continuous investment in technology and development	Long-term horizon
Ubisoft	Active engagement of scholars in research and development activities to achieve synergy between practical and theoretical knowledge	Long-term horizon with a focus on constant improvements
SAP	Increase in research and development investments in 2020-2024	Long-term horizon
Spotify	Investments in AI (artificial intelligence) tool development and their integration into company operations	Culture of “failing fast” to facilitate quick learning; preference for small launches over large updates to drive continuous improvement
Rakuten	“Guided by the power of innovation” since its foundation in 1997	Continuous development
Kakao	Invests in AI development and its integration into platforms and daily operations; established the Kakao AI Campus for these purposes	Maintains the “continuity management system”
SoftServe	Established a Generative AI Lab for artificial intelligence R&D activities; invests in diverse innovation initiatives	Focus on ensuring long-term resilience

Source: compiled by the author based on SoftServe (2024), Kakao Corp. (2024), Netflix, Inc. (2024), Rakuten Group, Inc. (2024), SAP SE (2025), Spotify (2025), Ubisoft (2025), SoftServe (n.d.b), Ubisoft (n.d.d)

Rakuten, as a prominent representative of the Japanese management model, emphasises its focus on continuous development. The same approach is reported by Spotify and Kakao. In general, it can be seen that well-established companies from different countries focus on long-term development regardless of cultural peculiarities, because it helps to ensure survival and competitiveness. The same reason

makes organisations around the world, including all seven companies in this study, conduct research and development activities and constantly implement innovations. Based on the analysis of the management approaches in the selected technology companies, Table 5 summarises the general features of the national management models in the USA, France, Germany, Sweden, Japan, and South Korea.

Table 5. Key characteristics of the investigated national management models based on the technology sector

	USA	France	Germany	Sweden	Japan	South Korea
Main goal	Profit maximisation, company growth	Balance between economic performance and social impact	Balance between economic performance and social impact	Balance between economic performance and social impact	Contribution to society, satisfying customer needs	Introducing innovation and promoting social value
Values	Selflessness, candour	Discipline, innovation	Social responsibility, supporting customers	Teamwork, thoughtfulness	Teamwork, continuous progress	Teamwork, challenge for excellence

Table 5, Continued

	USA	France	Germany	Sweden	Japan	South Korea
Training	Focus on job-related skills	Focus on soft skills; cross-functional and non-job-related hard skills	Focus on job-related skills	Focus on cross-functional skills	Focus on soft skills; cross-functional and non-job-related hard skills	Focus on cross-functional skills
Innovation	Focus on innovation	Focus on innovation	Focus on innovation	Focus on innovation	Focus on innovation	Focus on innovation
Evaluation criteria	Individual performance	Individual performance and job-related expertise	Individual performance	Individual performance	Individual and overall company performance	Correspondence to the expected competency levels, individual performance, and job-related skills
Staff engagement	Individual empowerment	Democratic participation through dialogue	Democratic participation through dialogue	Team empowerment	Collective participation	Not explicitly defined (engagement score: 53)
Corporate structure	Horizontal	Hybrid hierarchical	Hybrid hierarchical	Horizontal	Hierarchical	Hierarchical
Strategy	Long-term	Long-term (focus on continuous development)	Long-term	Long-term (focus on continuous development)	Long-term (focus on continuous development)	Long-term (focus on continuous development)

Source: compiled by the author

Highlighting general approaches in national management models helps to assess their correspondence to the cultural characteristics of the respective countries. The USA and Sweden have some of the lowest power distance indices, which is manifested in the prevalence of horizontal organisational structures in these countries' organisations, as seen at Netflix and Spotify. Japan, South Korea, and France have higher PDI scores, which corresponds to the presence of authoritarianism and vertical structures in these countries' management models. France, Germany, Sweden, and the USA have the highest scores regarding the individualism criterion, which is fully expressed in the managerial practices of the representative companies of the mentioned countries. Though the engagement score at Rakuten, the Japanese company, is one of the highest among the analysed companies, the character of staff involvement is fundamentally different compared to that of the USA and European countries. While collective participation is inherent to the Japanese model, American and Swedish companies, in particular Netflix and Spotify, practise granting a high degree of autonomy to employees, enabling them to make independent decisions. South Korea has one of the lowest engagement indices, which fully corresponds to the national peculiarity of low individualism (18 points). The influence of masculinity indices on managerial styles cannot be clearly traced through the aspects that have been analysed in this article. The USA has a high score, which is reflected in the main goal of company growth, namely competitiveness, while Sweden has the lowest score, and this is represented in the desire of companies in this country to have a positive social influence, which is a clear prioritisation of caring for others. The high masculinity index in Japan does not contradict the consensus approach in this country's managerial style, which is explained by low individualism, but rather reflects their culture of hard work.

Japan, South Korea, and France have the highest scores regarding uncertainty avoidance, and this national feature

is manifested in the companies' focus on continuous development. Although Spotify's focus on constant improvements does not correspond to Sweden's low score on UAI, it can be explained by its relatively high long-term orientation index. However, the direct influence of the low uncertainty avoidance scores of both Sweden and the USA can be observed in Spotify's and Netflix's cultures of minimal rule presence. Scholars note that an orientation towards short-term achievements is a distinctive feature of the American management model, a practice that perfectly corresponds to the USA's minimal score on the long-term orientation index (Suslov, 2024). However, the rapidly changing environment of the modern world forces companies to focus on long-term operations in order to stay competitive, regardless of national characteristics. Consequently, the analysis of established national management models demonstrated a close correspondence between cultural characteristics and managerial practices. This understanding can be applied to the Ukrainian managerial style in order to define managerial practices that are more inherent to the national culture and, consequently, more effective and acceptable within this country.

Assessing the integration of foreign practices in the Ukrainian IT sector

Ukrainian management, which emerged as an independent phenomenon relatively recently, is currently transitioning from old practices inherited from the Soviet era and is actively adopting methods from well-established foreign models. Comparing Ukraine with the other analysed countries through the lens of Hofstede's cultural dimensions can enable the identification of those countries that are the most similar and, accordingly, determination of national management practices from which Ukrainian managers can learn. The results of the calculation of Euclidean distances between Ukraine and the other analysed countries through the framework of Hofstede's cultural dimensions are presented in Table 6.

Table 6. Euclidean distances between Ukraine and the selected countries based on Hofstede's cultural dimensions

USA	France	Germany	Sweden	Japan	South Korea
105.46	44.71	71.16	102.36	66.07	40.07

Source: calculated by the author

As can be seen from Table 6, Ukrainian cultural characteristics are closest to the South Korean and French ones. The country has the greatest differences from Sweden and the USA, while being moderately similar to the Japanese and German cultures. This indicates that flat and highly autonomous practices, which are inherent to the American and Swedish models, contradict the national characteristics. This misalignment poses a particular challenge for Ukrainian business, especially in the IT sector, where organisations actively adopt American approaches. In order

to analyse the current cultural compatibility of the Ukrainian managerial style, it is necessary to examine its similarities with other management models and check whether the adopted practices correspond to those that are suitable for the Ukrainian mentality. Although drawing broad conclusions requires caution as the data is summarised based on the analysis of a single IT company, the general patterns of the Ukrainian management style in the technology sector can be outlined through the case study of SoftServe's managerial practices (Table 7).

Table 7. Characteristics of the Ukrainian managerial style in the technology sector (the case of SoftServe)

Main goal	"To enable talented people to change the world"
Values	Curiosity, empathy, team development
Training	Focus on soft and job-related hard skills
Innovation	Focus on innovation
Evaluation	Job-related expertise and correspondence to company values
Staff engagement	Democratic participation through dialogue
Organisational structure	Matrix structure
Strategy	Long-term

Source: compiled by the author

The mission and core values of SoftServe indicate a focus on showing empathy, supporting, and helping others, which contrasts with the American management style. Among all the analysed management styles, Ukraine has a unique training system that combines a focus on soft skills and job-related hard skills. This differs from all other management styles, in which the emphasis is placed on cross-functional or non-job-related hard skills development, or less attention is paid to soft skills. A focus on innovation is inherent to all of the studied management styles today, because it helps to ensure a company's long-term competitiveness. The evaluation process in Ukrainian management, the characteristics of which were identified based on the SoftServe analysis, demonstrates a unique feature: the consideration of an employee's correspondence to the company's values during staff evaluation. Another important criterion in this process is job-related expertise, which is similar to the French and South Korean managerial styles. Staff engagement and organisational structure in Ukrainian management, as observed at SoftServe, do not exactly match any of the analysed models. However, the matrix structure is more similar to a hybrid hierarchical structure than to purely horizontal or hierarchical ones. Consequently, Ukrainian management is close to the German and French management models in this aspect. The strategy has a long-term horizon; however, a focus on continuous development is not observed, which corresponds to the American and German managerial styles. This analysis showed that the Ukrainian management model applied at SoftServe shared the most similarities with the French and German models. There is no clear indication of following the Swedish managerial style, which is a positive sign, because this model contradicts the Ukrainian mentality. However, the match with the South Korean, French, and Japanese

management models, which are culturally closer to Ukraine, is not highly pronounced.

It is advisable to consider the possibility of expanding cross-functional skills development in Ukrainian companies. This approach in employee training is practised by French, Japanese, and South Korean management in the corresponding IT companies and broadens the possibilities for innovation development. Furthermore, it helps to ensure the long-term competitiveness of staff, which is not only crucial in today's rapidly changing world but also fully corresponds to the long-term orientation and high uncertainty avoidance of Ukrainians. Uncertainty avoidance and long-term orientation are among the highest in Ukraine, together with Japan, South Korea, and France, which place a focus on continuous development in their strategic management, unlike Ukraine. While it may not be relevant to focus on a long-term development perspective for Ukraine today due to the current highly turbulent political situation, which leads to the impossibility of implementing long-term plans due to an extremely high number of possible risks, concentration on continuous development can help to create plans that consider the maximum possible number of risks in advance, so that new strategies with high levels of stability could be implemented. Although the war can be an obstacle for some companies in Ukraine to orient towards continuous development, businesses should switch their strategic focus to this immediately after the war ends, because this approach corresponds to Ukrainian cultural characteristics and will help to ensure long-term survival, which is crucial given the presence of a hostile neighbouring country.

A high power distance index, a high uncertainty avoidance index, and moderate individualism, similar to Japan's, call into question the possibility of matrix structure implementation in Ukrainian companies. Though scholars insist

that hierarchical structures hinder free communication, collaboration, idea exchange, and, consequently, appropriate development of the company, they are culturally more acceptable to Ukrainians. Even a matrix structure, as observed at SoftServe, may contradict the mentality, which is why it makes sense to consider the preservation of a strong hierarchy. High uncertainty avoidance excludes the possibility of rejecting rules in companies, and a substantially high score on power distance indicates a low potential for a non-hierarchical organisational structure in Ukrainian firms. Still, Japan's extensive experience regarding hierarchical structure management can be adopted in Ukraine, which will help to mitigate the significant number of negative consequences of avoiding a flat structure. Specifically, collective participation, such as a consensus-based approach, may be fostered in companies. Alternatively, the switch to the hybrid hierarchical structure, as in Germany and France, should be considered. As the Ukrainian management style is not well defined yet, and managerial practices in organisations may vary significantly today due to different circumstances, particularly those related to the war, the analysis of cultural distance between Ukraine and the other six countries can be used by other companies' management teams who are looking to adopt effective foreign practices. As the research showed, Ukraine has the most similarities with South Korea and France regarding cultural characteristics; thus, it is advisable to investigate and follow the management models of these countries.

● DISCUSSION

The results of this study reinforced the view that cultural characteristics are aligned with the peculiarities of national managerial styles. In particular, they confirmed the presence of links between Hofstede's cultural dimensions and the features of managerial practices in different countries, as M. Averkyna & A. Matvieiev (2025) stated. However, this study added practical evidence of these relations through the analysis of management approaches in the companies representing each of the investigated models. At the same time, it was also identified that certain characteristics, such as the focus on innovation and long-term planning, are common across all models. This phenomenon reflects convergence theory, supported by numerous scholars, which suggests that globalisation leads to the unification of managerial values and behaviours globally (Girlando *et al.*, 2026). As the mentioned characteristics were found to be the same across all the investigated managerial styles, the unifying impact of globalisation can be identified in this case. Flat structures, long-term orientation, and a focus on innovation and agility have become global trends, as these practices are universally expected to drive managerial effectiveness. However, as Y. Robul *et al.* (2025) highlight, even when a company attempts to integrate these global norms, managers frequently face significant resistance from employees due to a "value gap of management". This phenomenon leads to a discrepancy between managerial expectations and subordinate behaviours. It indicates that such resistance arises not merely from national mentality, but from a failure to adapt the internal corporate culture to these new approaches. Flat structures without deep institutional trust lead to defensive autonomy rather than collaboration; ambition without continuity and agility without

embedded responsibility become destructive to an organisation rather than beneficial. Thus, establishing moral alignment and the required organisational culture within the workforce becomes a challenge and one of the crucial tasks for managers who strive to follow global trends rather than practices dictated by national culture. For instance, as A. Trzaskowska-Dmoch *et al.* (2025) note, a tailored approach to corporate culture and leadership enabled Spotify to create an organisation that is not only structurally flat but also possesses the necessary flexibility. Their analysis demonstrated that even the highly successful Spotify model is not a universal template that can be blindly adopted, but rather the result of context-specific adaptation.

Y. Frantsyz (2024) investigated the features of foreign management models and noted that short-term employment is inherent to the American and European models. Additionally, P. Suslov (2024) emphasised the short-term strategic orientation of the American style. However, the analysis of the companies' management showed that a long-term orientation, as well as the focus on innovation implementation, are characteristics of all the investigated models, including the American and European approaches, regardless of cultural features. This proved that the desire to stay competitive in the market may change some management methods, even though they may contradict national characteristics. D.A. Firican (2022), who investigated the influence of Hofstede's cultural dimensions on change and innovation strategies and acceptance in organisations, argued that, although some managerial methods should be adapted to cultural characteristics, certain cultural features are flexible, and a company should adjust them according to business needs, particularly the need to stay innovative and competitive. Globalisation enables multinational trade agreements and technology transfers that lead to the adoption of innovations in companies across the globe, enhancing global competitiveness and the need to innovate constantly in order to survive on the international market (Alkharafi & Alsabah, 2025). As competitiveness grows, long-term orientation becomes another instrument for companies to survive. Thus, globalisation can be viewed as one of the fundamental factors that led to the unification of approaches to innovation and strategic time horizons across all investigated companies. Other reasons may include digitalisation and scientific and technical progress.

As most of the practices are formed under the influence of cultural features, Ukrainian management was analysed from the cultural perspective. Yu. Kopchak *et al.* (2021) compared managerial approaches in different countries and stated that Ukrainian management adopts new practices that do not always correspond to the national mentality. This research showed that a large number of characteristics of the current Ukrainian management style are aligned with the culture. However, some features seemed to appear as a result of following modern practices without taking into account the cultural peculiarities. In particular, shifting to a flatter organisational structure looks like an attempt to adopt successful American or European approaches, while ignoring the fact that its implementation may be ineffective because of national characteristics, particularly high power distance and uncertainty avoidance indices, unlike in the USA and most European countries.

P. Suslov (2024) compared management types in particular countries and formulated recommendations for the improvement of the Ukrainian management style. The author noted human resource development as one of the most crucial steps to be taken in order to make domestic production more effective. P. Suslov emphasised the need to consider foreign experience in this matter, while also taking into account cultural features. However, the elaboration of particular steps for improvement was not the main objective of the mentioned research. In this regard, the results of this study complement the recommendations of P. Suslov, as it was determined that the implementation of cross-functional skills development in Ukrainian companies, which fully corresponds to the national culture, will benefit human resource development and, consequently, the effectiveness of the Ukrainian managerial style.

This study's recommendation to prioritise continuous development closely aligns with the findings of M. Uygur & B. Peyravi (2025), who recommended that Ukrainian organisations focus on long-term economic stability rather than short-term achievements. They suggested that investing in infrastructure, workforce and technology development, in particular through data security, support of remote working and elaboration of robust communication channels, is essential to provide long-term resilience for business entities. A significant limitation of this study was the generalisation of the Ukrainian management model based on a single case study. Although SoftServe is a leading enterprise in the Ukrainian IT sector and provides valuable insights into modern managerial transformations in the country, it may possess unique characteristics that may not fully represent the broader Ukrainian managerial style inherent to other companies. Nevertheless, the calculated cultural distances and identified features of national management models can be used in further studies regarding the feasibility of following international practices in any other Ukrainian company or in the Ukrainian management style in general.

● CONCLUSIONS

The study confirmed a close correspondence between cultural characteristics and the formation of national management models, although companies across all investigated countries maintain a focus on long-term development and innovation regardless of the specificities of national peculiarities. The results of cultural distance calculations showed that Ukrainian culture is closest to that of South Korea and France, and differs most from those of Sweden and the USA. The Ukrainian management style shares the most similarities

with the French and German models, with certain practices aligning with the South Korean model, whereas employee evaluation and training approaches do not align with any of the other analysed styles and exhibit unique national features. The study revealed that a long-term orientation with a focus on continuous development is inherent to the Ukrainian mentality, though management usually considers solely a long-term orientation. During the research, it was found that Ukrainian management tends to implement a matrix structure in organisations, even though Ukraine's indices of power distance, uncertainty avoidance, and individualism more closely resemble those of Japan than Western nations.

Based on the findings, practical recommendations were formulated. Ukrainian managers should incorporate a focus on cross-functional skills development into their training systems, which is expected to be well-received by employees given their cultural characteristics and can provide a competitive advantage to the company. It is advisable for companies to focus on continuous development to ensure long-term survival and sustainable existence. In order to eliminate the discrepancy between the cultural characteristics and the utilised organisational structure, Ukrainian managers should consider the successful practices of preserving a hierarchical structure and evaluate its implementation, or at the very least, approach the preservation of a matrix structure more carefully. As the Ukrainian managerial style does not have well-defined characteristics and in this study it was identified on the basis of management in one company, the formulated recommendations may not be universally applicable to all other organisations. However, the calculated cultural distances and identification of national management models' characteristics with the help of concrete practices provide a basis for further analyses of management and formulation of recommendations for adopting foreign practices in any Ukrainian company. Additionally, the practices of other national management models and cultural distances to the corresponding countries should be investigated in order to identify the methods that may be successfully adopted in Ukraine.

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Культурні детермінанти національних моделей менеджменту: доцільність впровадження іноземних практик в українському IT-секторі

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Анотація. Український менеджмент, який став незалежним явищем відносно нещодавно, наразі відходить від застарілих практик радянських часів та активно впроваджує методи управління усталених зарубіжних моделей, що зумовлює потребу в аналізі обґрунтованості таких запозичень. Метою цього дослідження було визначення доцільності наслідування іноземних стилів менеджменту в українському IT-секторі на основі культурних характеристик. Було застосовано комбінований метод дослідження, що включає порівняльний аналіз, узагальнення та синтез теоретичної інформації, а також аналіз практичних кейсів Netflix, Ubisoft, SAP, Spotify, Rakuten та Kakao. У результаті дослідження було підтверджено вплив культурних характеристик на формування національних моделей менеджменту в сучасному контексті глобалізації. Визначено, що довгострокова орієнтація та фокус на інноваціях присутні в кожній із досліджуваних моделей незалежно від культурних особливостей. Обчислення евклідових відстаней виявило, що Україна має найбільшу культурну близькість із Південною Кореєю та Францією та найменше схожих рис зі Швецією та США. Український стиль менеджменту було визначено за допомогою аналізу практик компанії SoftServe та порівняно з іншими моделями. Результати засвідчили, що підходи в українському менеджменті загалом відповідають культурним характеристикам, що підкреслює значний потенціал для їхнього ефективного використання. Водночас наявні певні риси, які були запозичені в результаті наслідування іноземних управлінських практик без урахування національного менталітету. За результатами дослідження було сформульовано рекомендації щодо інтеграції управлінських практик, які відповідають культурним особливостям. Практична значущість роботи полягає в можливості використання зазначених пропозицій менеджерами українських IT-компаній та спеціалістами з управління для покращення ефективності організаційних процесів та пошуку інструментів менеджменту, які матимуть найменший опір з боку персоналу

Ключові слова: адаптація управлінських підходів; ефективність управління; український стиль керівництва; методи управління; теорія Гофстеде