

A Comparative Analysis of the Profiles of Entrepreneurs in Poland and Ukraine: Methodological Tools and Experience from Pilot Studies

Viacheslav Chebotarov  <https://orcid.org/0000-0003-1131-9116>

Ph.D., Professor at the University of Lodz, Faculty of Management, Department of Management, Lodz, Poland
e-mail: viacheslav.chebotarov@wz.uni.lodz.pl

Abstract

The purpose of the article is to present the results of a parallel survey of entrepreneurs in Poland and Ukraine aimed at identifying and measuring their common and distinctive characteristics. The main research methods include a questionnaire, comparative analysis using the Chi-square independence test (set at a significance level of 0.05), and a focus group. Secondary methods included analysis and synthesis, induction and deduction, logical and historical reasoning, and the principle of concreteness of truth. The comparative quantitative analysis of the profiles of Polish and Ukrainian entrepreneurs serves as a contribution and adds value to the development of this academic and practical problem. By employing a well-founded epistemological triad of “national business cultures”, “organizational (corporate) cultures”, and “entrepreneurs’ profiles”, this study enhances the understanding of how to leverage the strengths of entrepreneurs in Poland and Ukraine. This analysis not only highlights the advantages but also aims to minimize the consequences of the relevant weaknesses, which are inherent to entrepreneurs globally. It provides a framework for implementing joint investment projects in the context of geopolitical challenges and the transformation of pan-European markets for goods and services.

Keywords: entrepreneur profiles, comparative analysis, questionnaire, general characteristics, distinctive characteristics, Poland, Ukraine

JEL: F23, O57



© by the author, licensee University of Lodz – Lodz University Press, Poland.
This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution license CC-BY-NC-ND 4.0 (<https://creativecommons.org/licenses/by-nc-nd/4.0/>)

Received: 17.02.2024. Verified: 21.08.2024. Accepted: 15.01.2025

Introduction

Unlocking the significant potential of interstate cooperation between Poland and Ukraine is crucial for fostering comprehensive, long-term integration between the enterprises of the two countries. This necessitates the establishment of effective professional contacts between managers and, in a broader sense, entrepreneurs in Poland and Ukraine. From an academic perspective, a prerequisite for establishing these relationships is the assessment of the competencies and, in general, the profiles of entrepreneurs in both countries.

Hanifan (1916), Bourdieu (1986), Campbell, Dunnette, and Hough (1990), and Kurz and Bartram (2002) among others, have analyzed classical theoretical developments on this issue situated within its broader scientific context. Additionally, comparative empirical expert assessments of various aspects of the activities of the world's leading companies, which are regularly conducted by the international consulting agency Hofstede Insights across more than 76 countries, reveal several underexplored and contentious aspects regarding the evaluation of entrepreneurs' profiles. These issues are largely influenced by the tendency to underestimate how national business cultures and models of organizational (corporate) cultures determine the profiles of business owners in a given country. Furthermore, the limitations of methodological tools for comparative assessments and the lack of research on specific countries present additional challenges.

In the context of the author's involvement in a Polish–Ukrainian project entitled “National business cultures of Poland and Ukraine: improving the scientific and practical foundations of cooperation in European and world markets” (2020–2021), funded by the Polish National Agency for Academic Exchange and the Ministry of Education and Science of Ukraine, a methodology was developed to compare entrepreneurs' profiles from different countries. This methodology is currently undergoing state registration in Ukraine as an intellectual property asset of the research project team.

Between 2022 and 2023, the methodology was further refined within the framework of a project entitled “The Excellence Initiative – Research University” initiated by the Polish Ministry of Higher Education for Ukrainian academics. The theme of the project is “Theory and practice of comparative analysis of entrepreneurial profiles (on the example of Poland and Ukraine”. Additionally, it aligns with a project from the Polish National Science Center entitled “Corporate culture in the conditions of the modern crisis: the content of transformational changes as the basis for the modification of management.”

The experience gained from implementing these projects provides theoretical, methodological, and practical foundations for the assertion that conducting a comparative assessment of entrepreneurs' profiles is essential. This assessment should consider the characteristics of national business cultures and organizational (corporate) cultures of these countries.

The purpose of the article is to highlight the methodological tools developed for conducting a comparative assessment of entrepreneurs' profiles, along with the conclusions drawn from pilot surveys – a parallel survey of entrepreneurs conducted in Poland and Ukraine.

The results of comprehensive scientific and practical research in this area are of significant importance for developing the strategies and tactics of foreign economic activity for Polish and Ukrainian enterprises. These findings become even more relevant as Polish companies implement large international investment projects for the reconstruction of Ukraine after the Russian-Ukrainian war.

Materials and Methods

The practical aspects of developing the profile of entrepreneurs still require systematic research. The general theoretical foundations for this research are rooted in the theory of social capital established by Hanifan (1916) and Bourdieu (1986). Currently, there is no well-established definition of the term “entrepreneur profile”. In the late 1980s and early 1990s, Campbell, Dunnette, and Hough (1990) introduced the concept of “specialist competence” as a central component. Subsequently, Kurz and Bartram (2002) argued for the need to consider potential opportunities when characterizing profiles, highlighting the need to reflect the operational conditions faced by business managers as well as the results they achieve.

In a more general context, many valuable insights into this issue can be found in the foundational works of Hofstede (1980; Minkov and Hofstede 2014), Hampden-Turner and Trompenaars (1995; 2011), Lewis (1999), and Rapaille (2004). These studies, which analyze national business cultures and organizational (corporate) cultures, became the basis for the emergence and development of economic comparative studies.

Such research usually focuses on understanding the activities of entrepreneurs in areas such as organization, planning, and management; conflict resolution in business; as well as building effective communication strategies both with the far external environment and the near external business environment. Research in this field is typical for adherents of both Western (Anglo-Saxon) (Armstrong 2011; *Culture Clash...* 2011) and Eastern (Japanese) management (Ouchi 1981; Ravasi and Schultz 2006).

A comprehensive analysis of theoretical and applied developments on this topic reveals two fundamental issues. First, contemporary economic comparative studies often examine entrepreneurs' profiles within the context of organizational (corporate) cultures, neglecting the broader influence of national business cultures. Second, the initial message of Campbell, Dunnette, and Hough (1990) regarding a competency-based approach is not fully adhered to. This approach advocates for identifying competencies (skills and qualities) that are universally applicable and shared across different business cultures (Campbell, Dunnette, and Hough 1990).

To overcome these shortcomings, other research has studied in depth the competency component of the profiles of Polish and Ukrainian entrepreneurs (Glinkowska and Chebotarov 2018; Glinkowska, Chebotarov, and Chebotarov 2018). The theoretical and methodological basis for the development of the analysis is based on the substantiated epistemological triad of “national business culture”, “organizational (corporate) culture”, and “entrepreneur profile”

(Glinkowska-Krauze, Kaczmarek, and Chebotarov 2020; Glinkowska-Krauze, Chebotarova, and Chebotarov 2023). This triad is holistic and reflects the real logic and sequence of the formation of phenomena embodied in these categories. This approach made it possible to develop a methodology for comparing the profiles of entrepreneurs (managers), to conduct appropriate parallel surveys in Poland and Ukraine (Chebotarov and Chebotarov 2021; Glinkowska-Krauze et al. 2022), and to investigate the evolution of cross-cultural marketing management in the context of the information economy (Czapla et al. 2023b).

The economic and statistical foundations for comparing the profiles of Polish and Ukrainian entrepreneurs were laid by Aczel and Sounderpardian (2005), well-known mathematical scholars. Their works represent the most well-known approach to mathematically interpreting general and specific characteristics of economic processes.

Based on a detailed analysis of the advantages and disadvantages of previous research on this topic, we refine the research methodology. This refinement was informed by the insights gained from a pilot study of entrepreneurs in Poland and Ukraine. The primary goal of the study was to develop and test a preliminary methodology for surveying entrepreneurs, collecting empirical material and best practices for in-depth face-to-face interviews. The study formed the basis for the development of a broad (mass) survey of not only entrepreneurs but also members of the expert community and organizations involved in regulating economic activity.

In the first stage of the research (which aims to establish a theoretical and methodological framework), benchmarking the profiles of entrepreneurs, we defined the concept of the “entrepreneur profile” based on the competence-based paradigm developed by Campbell, Dunnette, and Hough (1990) and Kurz and Bartram (2002). Given the interdisciplinary and intercultural content of our study, we employed the methodology developed by Glinkowska-Krauze et al. (2023), which has already been used to study the epistemological triad mentioned earlier. This first stage primarily used general academic methods such as analysis, synthesis, induction, deduction, comparison, and generalization.

Before presenting the second stage of the research – the results of the survey of Polish and Ukrainian entrepreneurs we provide a detailed explanation of the research sample and the changes introduced. Our research adhered to the generally accepted methodology for conducting economic, social, and statistical studies while also addressing the well-known methodological critiques of Hofstede (1980; Minkov and Hofstede 2014) and Hampden-Turner and Trompenaars (1995; 2011) regarding the lack of information about respondent characteristics in their studies. Therefore, in order to confirm the feasibility and transparency of our pilot studies, we provide detailed information on the sample size by firm size (Table 1), the sample size by economic sector (Table 2), and the structure of the respondents by gender (Table 3).

This approach preserves the methodological integrity of the research and ensures that the aggregate macro-factors of the contemporary economy are thoroughly considered in the presented material. On the one hand, the analysis includes not only large enterprises, as in the studies of Hofstede and Trompenaars, but also small and medium-sized enterprises. On the other hand, in sectoral terms, the respondents represent all major sectors of the economy: manufacturing;

trade, finance, and financial intermediation; the service sector and the IT sector, with roughly equal quantitative shares in the surveys for both countries.

A survey and interview questionnaires were used as the research tool. Lewis (1999) emphasized the effectiveness of using interviews to analyze economic comparative issues. In our pilot study, most survey questionnaires were administered directly within the enterprises, allowing for data collection in their natural environment. This approach was logically complemented by the focus group method; Rapaille (2004) noted the high value of using this method in research contexts.

To ensure the representativeness of the research sample, the regional characteristics of the two countries, specifically the macro-regions adopted for the research, were also considered. In Poland, entrepreneurs from the Łódzkie (central region), Lubelskie (in the east of the country), Pomorskie (in the north), Wrocławskie (in the west) and Małopolskie (in the south) voivodships were interviewed. In Ukraine, entrepreneurs were surveyed in the Poltava region (in the center of the country), parts of the Luhansk and Donetsk regions (in the east of the country), the Kyiv region (in the north), the Lviv region (in the west) and the Odesa region (in the south), all of which were not occupied at the time of the survey.

Additionally, the initial part of the survey questionnaires included a question about the respondents' nationality, nationality and religion, with respondents voluntarily answering the question about their religious affiliation.

The implementation of the project involved surveying entrepreneurs using two specially developed survey questionnaires. The first questionnaire, entitled "Test (pilot) analysis of entrepreneurs with their self-assessment of national business cultures, organizational (corporate) cultures, and profiles of entrepreneurs in their countries," contained 18 general questions aimed at collecting background material and was open-ended in nature. The second questionnaire, entitled "Analysis and evaluation of national business cultures, organizational (corporate) cultures and entrepreneurial profiles," was structured as a closed questionnaire. It comprised 21 questions on specific managerial and organizational aspects of their business activity. The respondents were asked to select one of three provided answers. A total of 684 respondents in Poland and 561 respondents in Ukraine were surveyed.

To give an overview and visual presentation of the results of the pilot study, nine questions were selected from the two questionnaires that directly related to the essence of the entrepreneurs' profiles. The answers to these questions formed the basis for the economic, social, and statistical analysis. The answers to the other questions, which were related to the institutional aspects of entrepreneurship in both countries, their national business and organizational (corporate) cultures, served as a general basis for analyzing various aspects of management and organizational aspects of business activity.

The approach outlined above for justifying our research sample provides a strong theoretical, methodological and practical basis for concluding that this sample is highly representative and the results can be extrapolated to the general population of entrepreneurs in Poland and Ukraine.

To analyze the similarities and differences in the characteristics (competencies, traits, and qualities) of Polish and Ukrainian entrepreneurs, we employed the chi-square independence test at a significance level of 0.05. This widely used statistical test guarantees the reliability and representativeness of our pilot study's findings.

Results

The theoretical and methodological considerations in this paper, based on empirical research related to the “national business culture”, “organizational culture”, and “entrepreneurial profile” triad mentioned above, allowed us to define these concepts clearly. According to Glinkowska-Krauze, the profile of an entrepreneur is, in general terms, a set of professional, psychological and physical competencies that an entrepreneur-manager must possess to fulfill his professional duties (Glinkowska-Krauze et al. 2023).

That definition not only encapsulates the content of the competency approach to the issue of the entrepreneur profile, but it also provides the rationale for conducting comparative academic and practical research. Such research primarily involves justifying the selection of a survey sample from which results can be extrapolated and inferences made with a sufficiently high degree of reliability concerning the general population of entrepreneurs in a given country. This approach was implemented in this paper. Factors that characterize the business environment of these countries are presented in Tables 1, 2 and 3.

Table 1. Research sample size by company size

Questionnaire 1	Poland	Ukraine
SME sector	194	303
Large enterprises	88	84
Total:	282	387

Source: own elaboration.

Sample sizes by sector are summarized in Table 2.

Table 2. Survey sample sizes by sector

Questionnaire 1	Poland	Ukraine
Production	48	125
Trade, finance, brokerage	123	138
Industry and services	99	90
IT	12	34
Total:	282	387

Source: own elaboration.

As can be seen from the data in Table 2, the survey respondents were entrepreneurs representing all areas of the national economies of Poland and Ukraine, including manufacturing, trade, the financial sector and brokerage, services, and IT. The number of respondents who participated is also comparable, both for each country as a whole and within each specific group.

Sample size by gender is summarized in Table 3.

Table 3. Structure of respondents by gender

Questionnaire 1	Poland	Ukraine
Women	143	88
Men	139	299
Total:	282	387

Source: own elaboration.

Table 4. Results of the survey based on questionnaire 1, for manufacturing enterprises in Poland and Ukraine

Statement	% indications		Chi-Square Test Value	p-value	
	Production				
	Poland	Ukraine			
1	Transparent planning, organization, and control in the company	16.7	24.0	1.088	0.297
2	Complex business hierarchy and fuzzy functions at different levels of management	18.8	78.4	52.299	<0.001
3	Predominantly autocratic management style	18.8	80.8	57.670	<0.001
4	Predominantly nonstandard approach to management	20.8	67.2	30.051	<0.001
5	Predisposition to reasonable compromise and mutual concessions	12.5	71.2	48.268	<0.001
6	Discomfort with uncertain situations and a desire to avoid risk by any means possible	18.8	28.8	1.820	0.177
7	Willingness to achieve longterm goals, "working for the future"	12.5	84.0	77.107	<0.001
8	Strict adherence by managers to job duties and contracts	14.6	27.2	3.053	0.081
9	Influence of emotional factors on business communication and commercial negotiations	12.5	40.8	12.573	<0.001

Notes: Differences between Poland and Ukraine were assessed on the basis of the Chi-Square test of independence of variables, with significance set at the 0.05 level.

Source: own elaboration.

Regarding manufacturing companies, owners from Ukraine (78.4%) report complex business hierarchies and blurred functions at different levels of management significantly more often than their Polish counterparts (18.8%) ($\chi^2(1, 669) = 52.299, p < 0.001$). Additionally, a "predominantly autocratic management style" was significantly more frequently indicated by Ukrainian respondents (80.8%) than Polish respondents (18.8%), also showing a significant statistical difference ($\chi^2(1, 669) = 57.670, p < 0.001$).

The Ukrainian respondents (67.2%) were significantly more likely than the Polish respondents (20.8%) to indicate the presence of predominantly non-standard management approaches ($\chi^2(1, 669) = 30.051, p < 0.001$). Furthermore, the “Willingness to make reasonable compromises and mutual concessions” was significantly more often indicated by Ukrainian respondents (71.2%) than by Polish respondents (12.5%) ($\chi^2(1, 669) = 48.268, p < 0.001$). Willingness to achieve long-term goals by “working for the future” was significantly more often indicated in Ukraine (84.0%) than in Poland (12.5%) ($\chi^2(1, 669) = 77.107, p < 0.001$). Influence of emotional factors on business communication and commercial negotiations was indicated significantly more often in Ukraine (40.8%) than in Poland (12.5%) ($\chi^2(1, 669) = 12.573, p < 0.001$).

Table 5. Results of the survey based on questionnaire 1 for commercial, financial, and intermediary enterprises in Poland and Ukraine

Statement		% indications		Chi-Square Test Value	p-value
		Trade, finance, brokerage			
		Poland	Ukraine		
1	Transparent planning, organization and control in the company	44.7	20.3	17.890	<0.001
2	Complex business hierarchy and fuzzy functions at different levels of management	43.1	83.3	45.923	<0.001
3	Predominantly autocratic management style	46.3	58.7	3.984	0.046
4	Predominantly nonstandard approach to management	29.3	73.9	52.021	<0.001
5	Predisposition to reasonable compromise and mutual concessions	50.4	87.0	41.162	<0.001
6	Discomfort with uncertain situations and a desire to avoid risk by any means possible	44.7	21.0	16.738	<0.001
7	Willingness to achieve longterm goals, “working for the future”	48.0	34.1	5.217	0.022
8	Strict adherence by managers to job duties and contracts	40.7	21.0	11.880	<0.001
9	Influence of emotional factors on business communication and commercial negotiations	48.0	47.1	0.020	0.889

Notes: Differences between Poland and Ukraine were assessed on the basis of the Chi-Square test of independence of variables, with significance set at the 0.05 level.

Source: own elaboration.

Table 6. Results of the survey based on questionnaire 1 for service-type enterprises in Poland and Ukraine

Statement		% indications		Chi-Square Test Value	p-value
		Service industry			
		Poland	Ukraine		
1	Transparent planning, organization and control in the company	36.4	25.6	2.565	0.109
2	Complex business hierarchy and fuzzy functions at different levels of management	33.3	62.2	15.791	<0.001

Statement		% indications		Chi-Square Test Value	p-value
		Service industry			
		Poland	Ukraine		
3	Predominantly autocratic management style	28.3	72.2	36.416	<0.001
4	Predominantly nonstandard approach to management	47.5	76.7	16.947	<0.001
5	Predisposition to reasonable compromise and mutual concessions	33.3	81.1	43.693	<0.001
6	Discomfort with uncertain situations and a desire to avoid risk by any means possible	32.3	48.9	5.381	0.020
7	Willingness to achieve longterm goals, "working for the future"	36.4	66.7	17.320	<0.001
8	Strict adherence by managers to job duties and contracts	38.4	24.4	4.228	0.040
9	Influence of emotional factors on business communication and commercial negotiations	33.3	52.2	6.890	0.009

Notes: Differences between Poland and Ukraine were assessed on the basis of the Chi-Square test of independence of variables, with significance set at the 0.05 level.

Source: own elaboration.

For service industry companies, Ukrainian respondents (62.2%) indicated complex business hierarchies and blurred functions at different levels of management significantly more often than Polish respondents (33.3%) ($\chi^2(1, 669) = 15.791, p < 0.001$). A predominantly autocratic management style is significantly more common in Ukraine (72.2%) than in Poland (28.3%) ($\chi^2(1, 669) = 36.416, p < 0.001$). The respondents from Ukraine (76.6%) significantly more frequently indicated a predominantly non-standard approach to management than those from Poland (47.5%) ($\chi^2(1, 669) = 16.947, p < 0.001$). Additionally, Ukrainian respondents (81.1%) were more likely than Polish respondents (33.3%) to report a predisposition to reasonable compromise and mutual concessions ($\chi^2(1, 669) = 43.693, p < 0.001$).

The situation is similar regarding discomfort in uncertain situations and the desire to avoid risks. Ukrainians (48.9%) indicated this factor significantly more frequently than Poles (32.3%) ($\chi^2(1, 669) = 5.381, p = 0.020$). The inclination to achieve long-term goals through "working for the future" was significantly more frequently indicated by Ukrainians (66.7%) than Poles (36.4%) ($\chi^2(1, 669) = 17.320, p < 0.001$). Conversely, Polish respondents (38.4%) indicated significantly more frequently than Ukrainian respondents (24.4%) that managers strictly perform their duties and contracts ($\chi^2(1, 669) = 4.228, p = 0.040$). Respondents from Ukraine (52.2%) indicate the influence of emotional factors on business communication and commercial negotiations significantly more frequently than from Poland (33.3%) ($\chi^2(1, 669) = 6.890, p = 0.009$).

Table 7. Results of the survey based on questionnaire 1 with reference to IT companies in Poland and Ukraine

Statement		% indications		Chi-Square Test Value	p-value
		Information Technology (IT)			
		Poland	Ukraine		
1	Transparent planning, organization and control in the company	16.7	52.9	4.749	0.029
2	Complex business hierarchy and fuzzy functions at different levels of management	58.3	50.0	0.247	0.619
3	Predominantly autocratic management style	75.0	38.2	4.804	0.028
4	Predominantly nonstandard approach to management	8.3	70.6	13.855	<0.001
5	Predisposition to reasonable compromise and mutual concessions	25.0	70.6	7.603	0.006
6	Discomfort with uncertain situations and a desire to avoid risk by any means possible	50.0	17.6	4.815	0.028
7	Willingness to achieve longterm goals, "working for the future"	16.7	47.1	3.440	0.064
8	Strict adherence by managers to job duties and contracts	41.7	29.4	0.606	0.436
9	Influence of emotional factors on business communication and commercial negotiations	75.0	20.6	11.576	<0.001

Notes: Differences between Poland and Ukraine were assessed on the basis of the Chi-Square test of independence of variables, with significance set at the 0.05 level.

Source: own elaboration.

Analysis of IT entrepreneurs showed that Ukrainian respondents (52.9%) indicated significantly more transparent planning, organization, and control in the company than the Polish respondents (16.7%) ($\chi^2(1, 669) = 4.749, p = 0.029$). In contrast, Poles (75.0%) significantly more frequently indicated a predominantly autocratic management style than Ukrainians (38.2%) ($\chi^2(1, 669) = 4.804, p = 0.028$). A predominantly non-standard approach to management was significantly more frequently indicated by Ukrainians (70.6%) than Poles (8.3%) ($\chi^2(1, 669) = 13.855, p < 0.001$). A similar relationship was also observed for the predisposition to reasonable compromise and mutual concessions – this factor was significantly more frequently indicated by the Ukrainian respondents (70.6%) than by the Poles (25.0%) ($\chi^2(1, 669) = 7.603, p = 0.006$). In the case of discomfort in uncertain situations and the desire to avoid risks, the Polish respondents (50.0%) indicated this factor significantly more frequently than their Ukrainian counterparts (17.6%) ($\chi^2(1, 669) = 4.815, p = 0.028$). Finally, as for the influence of emotional factors on business communication and commercial negotiations, the Polish entrepreneurs (75.0%) indicated this factor significantly more frequently than the Ukrainians (20.6%) ($\chi^2(1, 669) = 11.576, p < 0.001$).

A generalized conclusion drawn from the results of the pilot study of entrepreneurs in the four sectors of the national economies of Poland and Ukraine, based on the theoretical and methodological foundation for the comparative analysis of entrepreneurial "profiles", can be formulated as follows.

There is every epistemological reason to conclude that the answers given by the respondents in Poland and Ukraine, as well as the conclusions drawn from the analysis of the survey results, can be extrapolated with a high degree of reliability to the general population of entrepreneurs in each country. The research established both a theoretical and empirical basis for the respective comparative assessments of the “profiles” of entrepreneurs in Poland and Ukraine.

The qualitative characteristics of these profiles accurately reflect the responses of respondents from the production sectors of both countries. The differences in the responses of respondents from those in the service and intermediary sectors, when compared to the characteristics of entrepreneurs from the production sectors, do not qualify as significant. The relatively large differences in the responses from entrepreneurs in the IT sector compared to those from the manufacturing, services, and intermediary sectors (which were noted in both countries). These differences can be explained by the inherent characteristics of the information economy and the ongoing evolution of business practices in this area, which is characteristic of all countries in the world.

Discussion

While our findings show that the role of the ‘Family’-type model of organizational culture by Hampden-Turner and Trompenaars is the most characteristic and dominant in both countries, they contradict Hofstede Insights’ conclusions about the proximity of the national business cultures of Poland and Ukraine. This discrepancy can be attributed to Hofstede Insights’ focus on expert assessments, as their detailed research focuses on the most developed countries or is commissioned by leading global corporations. Nonetheless, the conclusion about the proximity of the national business cultures of Poland and Ukraine aligns with those of Lewis, who foresaw the growing role of Central and Eastern European countries and reflected this in his well-known triangle, as discussed by Czapla et al. (2023a).

A number of underexplored and contentious aspects of comparative economic studies, particularly those analyzing the “profiles” of entrepreneurs in different countries, pose significant challenges to developing relevant practical recommendations. Future research in this area could expand to include a broader context, including entrepreneurs and managers not only in Poland and Ukraine but also in other countries in the Eastern European sub-region, for example, Slovakia, Lithuania, Latvia, and Estonia.

Conclusions

Comparing the results of surveys conducted simultaneously among entrepreneurs in Poland and Ukraine provides a basis for generalized conclusions about the characteristics of the “profiles” of entrepreneurs in the two countries. They are characterized by both stable common traits and several important distinguishing features, which form the core purpose of this research. The identified most significant common characteristics can be summarized as follows:

There is a clear prevalence of collective forms in organizing and conducting business under the condition that different categories of entrepreneurs participate.

There is a tendency towards autocratic models of business building.

A strong organizational culture characterized by widely shared norms and values.

The comparative analysis of the entrepreneurial “profiles” based on the survey results provides both theoretical and methodological insights, as well as academic and practical grounds to conclude that these profiles are primarily determined by two fundamental factors: the similarity in national business cultures and the essence of the “Family” model as the most typical organizational (corporate) cultures of both countries.

The differences mainly concern the following characteristics:

Polish entrepreneurs are comfortable operating in the absence of a high power distance and transparency of the business environment, both internally and externally.

Ukrainian entrepreneurs typically exhibit a relatively high level of masculinity and uncompromising attitudes in organizing and implementing their business activities.

There is a clear focus among Ukrainian entrepreneurs on achieving commercial interests in the short to medium term.

Based on these commonalities and differences, it is advisable to approach the formation of management teams for developing and implementing large joint Polish-Ukrainian projects with these insights in mind. This includes joint business activities within the framework of trans-border cooperation between border voivodeships and regions of Poland and Ukraine, which also remains outside the “field of vision” of most researchers.

As a result, several key recommendations and proposals for business structures in both countries emerge, representing a new added value of the research. For example, in the implementation of joint, inter-state, large-scale infrastructure projects, *ceteris paribus*, it makes sense to appoint Polish experts to senior positions in finance and management roles. However, with regard to technical-technological and engineering aspects, Ukrainian specialists would hold an advantageous position, *ceteris paribus*. Subsequently, it would be beneficial to entrust the development and direct marketing support for infrastructure projects mainly to Ukrainian specialists. Meanwhile, Polish experts would be better able to develop and implement PR policies that support such projects.

Joint Polish–Ukrainian business formations assembled on such a basis will objectively have some competitive advantages in the predicted reconfiguration of the international division of labor. This shift, which will be particularly evident on the European continent, will arise as a result of geopolitical changes and the new configuration of energy resource markets and supply chains and transport and logistics services.

References

- Aczel, A.D., Sounderpardian, J. (2005), *Complete Business Statistics with Student CD*, McGraw-Hill Professional, Boston.
- Armstrong, M. (2011), *Armstrong's handbook of strategic human resource management*, Kogan Page, London.
- Bourdieu, P. (1986), *The forms of capital*, [in:] J.G. Richardson (ed.), *Handbook of Theory and Research for the Sociology of Education*, Greenwood, New York, pp. 241–258.
- Campbell, J.P., Dunnette, M.D., Hough, L.M. (1990), *Modeling the performance prediction problem in industrial and organizational psychology*, "Handbook of Industrial and Organizational Psychology", 1, pp. 687–732.
- Chebatarov, Ie., Chebatarov, V. (2021), *The Content of the Entrepreneur Profile and the Rationale for the Methodology of Comparative Analysis*, "Visnyk ekonomichnoi nauky Ukrainy", 2 (41), pp. 147–151, [https://doi.org/10.37405/1729-7206.2021.2\(41\).147-151](https://doi.org/10.37405/1729-7206.2021.2(41).147-151)
- Culture Clash: When Corporate Culture Fights Strategy, It Can Cost You* (2011), Arizona State University, Tempe.
- Czapla, T., Chebatarov, I., Glinkowska-Krauze, B., Chebatarov, V. (2023a), *Integracja krajów regionu Europy Środkowo-Wschodniej: potencjał i priorytety na światowych rynkach*, "Rozwój Regionalny i Polityka Regionalna", 14 (63), pp. 89–102, <https://doi.org/10.14746/rrpr.2023.63.06>
- Czapla, T., Glinkowska-Krauze, B., Chebatarov, V., Chebatarov, I. (2023b), *Cross-cultural marketing management: foundations of formation, content, and role in the development of the information economy*, "Procedia Computer Science", 225, pp. 2845–2855, <https://doi.org/10.1016/j.procs.2023.10.277>
- Glinkowska, B., Chebatarov, V. (2018), *A Comparative Cross-Cultural Analysis of the Profile of a Modern Ukrainian Manager: the Imperatives of the Future in the Context of Internationalization*, "Comparative Economic Research. Central and Eastern Europe", 21 (3), pp. 63–74, <https://doi.org/10.2478/cer-2018-0019>
- Glinkowska, B., Chebatarov, Ie., Chebatarov, V. (2018), *Analysis of the Origin, Modern Characteristics and Prospects of Determining the Profile of Ukrainian Manager*, "Bulletin of Taras Shevchenko National University of Kyiv. Economics", 3 (198), pp. 43–48, <https://doi.org/10.17721/1728-2667.2018/198-3/5>
- Glinkowska-Krauze, B., Chebatarova, N., Chebatarov, Ie. (2022), *Theoretical and Methodical Principles of Comparative Analysis of Entrepreneurs' Profiles*, "Economic Herald of the Donbas", 3 (69), pp. 85–90, [https://doi.org/10.12958/1817-3772-2022-3\(69\)-85-90](https://doi.org/10.12958/1817-3772-2022-3(69)-85-90)
- Glinkowska-Krauze, B., Kaczmarek, B., Chebatarov, V. (2020), *Współczesne problemy zarządzania. Teoria i praktyka*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź, <https://doi.org/10.18778/8142-054-9.01>
- Glinkowska-Krauze, B., Chebatarov, Ie., Chebatarov, V., Kaczmarek, B. (2023), *Narodowe kultury biznesowe i korporacyjne Polski i Ukrainy. Czynniki doskonalenia i integracja międzynarodowa*, Wydawnictwo Uniwersytetu Łódzkiego, Łódź.
- Hampden-Turner, C., Trompenaars, F. (1995), *The seven cultures of capitalism: Value systems for creating wealth in the United States, Britain, Japan, German, France, Sweden and the Netherlands*, Little Brown Book Group, London.

- Hampden-Turner, C., Trompenaars, F. (2011), *Riding the Waves of Culture: Understanding Diversity in Global Business*, Nicholas Brealey Publishing, Hachette, London.
- Hanifan, L.J. (1916), *The Rural School Community Center*, "Annals of the American Academy of Political and Social Science", 67 (1), pp. 130–138, <https://doi.org/10.1177/000271621606700118>
- Hofstede, G. (1980), *Culture's consequences: International differences in work-related values*, Sage Publications, Beverly Hills.
- Kurz, R., Bartram, D. (2002), *Competency and Individual Performance: Modelling the World of Work*, [in:] I.T. Robertson, M. Callinan, D. Bartram (eds.), *Organizational Effectiveness: The Role of Psychology*, John Wiley & Sons, Ltd., Chichester, pp. 227–255.
- Lewis, R. (1999), *When Cultures Collide: Managing successfully across cultures*, Nicholas Brealey Publishing, London.
- Minkov, M., Hofstede, G. (2014), *Clustering of 316 European Regions on Measures of Values: Do Europe's Countries Have National Cultures?*, "Cross-Cultural Research", 48 (2), pp. 144–176, <https://doi.org/10.1177/1069397113510866>
- Ouchi, W. (1981), *Theory Z: How American business can meet the Japanese challenge*, "Business Horizons", 24 (6), pp. 82–83, [https://doi.org/10.1016/0007-6813\(81\)90031-8](https://doi.org/10.1016/0007-6813(81)90031-8)
- Rapaille, C. (2004), *7 Secrets of Marketing in a Multi-Cultural World*, Tuxedo Production, Boca Raton.
- Ravasi, D., Schultz, M. (2006), *Responding to Organizational Identity Threats: Exploring the Role of Organizational Culture*, "Academy of Management Journal", 49 (3), pp. 433–458, <https://doi.org/10.5465/amj.2006.21794663>

Analiza porównawcza profili przedsiębiorców w Polsce i Ukrainie: narzędzia metodologiczne i doświadczenia badań pilotażowych

Celem artykułu jest przedstawienie wyników równoległego badania przedsiębiorców w Polsce i Ukrainie, mającego na celu identyfikację i określenie miary ich wspólnych i odrębnych cech. Głównymi metodami badawczymi, z pomocniczym wykorzystaniem ogólnych metod naukowych jedności analizy i syntezy, jedności indukcji i dedukcji, jedności logicznej i historycznej oraz zasady konkretności prawdy, są: metoda kwestionariuszowa, metoda analizy porównawczej z wykorzystaniem testu niezależności chi-kwadrat, dopuszczająca poziom istotności 0,05, oraz metoda grup fokusowych. Przeprowadzona porównawcza analiza ilościowa profili polskich i ukraińskich przedsiębiorców stanowi wkład i wartość dodaną do rozwoju tego problemu naukowego i praktycznego. Podejścia, metody i wnioski z takiej analizy, wraz z wykorzystaniem uzasadnionej epistemologicznej triady „narodowych kultur biznesowych” – „kultur organizacyjnych (korporacyjnych)” – „profilu przedsiębiorców”, pozwalają na skuteczniejsze wykorzystanie zalet przedsiębiorców w Polsce i Ukrainie, a także na minimalizowanie konsekwencji istotnych słabości, które są takie same dla przedsiębiorców wszystkich krajów, w ramach realizacji wspólnych projektów inwestycyjnych w kontekście wyzwań geopolitycznych i transformacji paneuropejskich rynków dóbr i usług.

Słowa kluczowe: profile przedsiębiorców, analiza porównawcza, kwestionariusz, ogólna charakterystyka, cechy charakterystyczne, Polska, Ukraina