

ETHICAL PROBLEMS IN CORPORATE RELATIONS.**Avazkhanov Yusufjon Avazkhan ugli***National University of Uzbekistan**Basic doctoral student of the Department of philosophy**09.00.02 - Forms of consciousness, culture and practice**Email: avazxonovyusufbek94@gmail.com**(Uzbekistan, Tashkent)*

Abstract. *This article analyzes the ethical problems arising in modern corporate relations, mechanisms for their elimination, as well as the influence of national culture on business ethics. The author substantiates the importance of the Code of Corporate Ethics, the necessity of the principles of transparency and social responsibility. Also, based on cross-cultural research by Gert Hofstede and other scientists, the influence of national culture on the business environment is highlighted. The issue of forming a corporate ethical culture in the context of Uzbekistan was discussed separately.*

Keywords: *Corporate ethics, ethical issues, business culture, national values, cross-cultural research, corporate governance, social responsibility, transparency, cultural dimensions.*

As modern corporate relations become increasingly complex, these processes raise many questions from the point of view of ethical criteria. Issues of trust between management and employees, balance of interests, transparent management, and ethical responsibility in organizations are among the most pressing issues today. Especially in the conditions of Uzbekistan, such factors as the priority of personal interest and the criterion of "loyalty," information unevenness, and the risk of corruption remain a serious obstacle to the development of corporate ethics. Therefore, it has become necessary to approach the issue of corporate ethics more broadly, including from the point of view of national culture and global trends.

Ethical problems in corporate relations and mechanisms for their resolution. Modern corporate relations, by their very nature, are saturated with complex moral problems. To effectively solve these problems, it is necessary to develop specific approaches and establish "rules of the game" that ensure a balance of interests between the parties involved in corporate relations - workers, managers, and corporations and society. It is through these approaches that conflicts arising within corporate structures can be constructively eliminated, and moral cooperation between the organization and society can be strengthened.

Within large companies and corporations, worker-manager relations are largely formed on the basis of internal norms developed by management. Unfortunately, these norms are often opaque - a large amount of information related to management and financial activities is concealed under the status of "commercial secrecy." Such situations lead to the restriction of the interests and legal rights of ordinary employees, which disrupts the moral balance in the organization.

In this regard, the Code of Corporate Ethics can be considered as an important tool. It partially performs the role of a moral "social contract" between the management and employees of the organization. The code establishes universal moral standards for everyone. It is on this basis that employees have the opportunity to protect their rights, in particular, the right to information necessary for participation in fair labor contracts. This especially applies to the requirement for openness and transparency of information on such issues as the distribution of payments in the organization, criteria for evaluating labor activity, requirements for career advancement.

From this point of view, corporate ethics is not only a tool that shapes the internal culture of the organization, but also a theoretical and practical mechanism that helps to identify and solve commonly encountered ethical problems. However, it should not be forgotten that many ethical problems, by their nature, are problems not within the organization, but in society as a whole, more precisely, inherent in the national business culture.

This is especially relevant in the conditions of Uzbekistan. Because the incomplete formation of a culture of transparency, accountability, and social responsibility in society leads to an increase in ethical problems in corporate relations. Information unevenness within the organization, the risk of corruption, the prioritization of the criterion of "personal loyalty" over "professional suitability" - all this indicates that the roots of moral problems are deeply rooted in society. Therefore, the development of corporate ethics should be closely linked not only at the organizational level, but also with the development of national business culture.

In conclusion, corporate ethics is not only a means of ensuring moral stability within the organization, but also a field of reflection of broader moral values in society. Its effective implementation will become a decisive factor in strengthening the atmosphere of trust between corporations and society.

Influence of national characteristics on business culture: theoretical approaches and cross-cultural research

In recent years, interest in studying the influence of national characteristics on business culture has significantly increased. This topic is one of the important scientific directions at the intersection of modern management, human resource management, cultural studies, and sociology. Many scientists and practicing specialists are conducting research in this area, and cross-cultural approaches are

increasingly being used in the study of problems in the activities of international corporations.

One of the most prominent theories in the study of the influence of national cultural characteristics on the formation of corporate culture is the concept of "mental programs" by the Dutch scientist Gert Hofstede. His research has become the main theoretical basis for identifying the main features of the business culture of different countries on a global scale. Hofstede identified the main cultural dimensions that determine human behavior - such as power distance, collectivism and individualism, the degree of avoidance of uncertainty, masculinity and femininity, long-term and short-term orientation. These parameters allow for a deep analysis of how social and corporate relations are formed in different cultures.

There are other theoretical approaches within the framework of cultural studies. In particular, the model developed by Gary Triandis lists several key factors that determine the differences between different cultures - the levels of simplicity and complexity, openness and closedness. It explores the cultural roots of human behavior based on how each culture interacts with the social environment.⁵

The concept of "cultural grammar," put forward by Edward Hall, is also of great importance. This approach interprets culture as a complex system of communication, in which each gesture, gesture, body movement, and style of speech are formed on the basis of "grammatical rules" inherent in culture.

In cross-cultural studies, comparative analyses are also widely used on such criteria as intensity and extensiveness, the level of ethnic tolerance or intolerance between cultures. Such approaches serve as an important source of information for companies operating in the global business environment.

However, according to many experts, it is the "mental programs" model, developed by G. Hofstede, that is the most effective and practical approach to describing and comparing business cultures. It is widely used in the field of international management and human resource management, in particular, in cases where it is necessary to take into account the peculiarities of national culture in the activities of transnational corporations.

In the context of Uzbekistan, it is also necessary to conduct a deep analysis of the influence of national traditions, religious values, local social structures, and historical memory on business culture. This can serve as a key factor in strengthening the ethical foundations of corporate governance in our country, increasing honesty, openness, and social responsibility.

Cultural dimensions and their impact on business culture based on Hirth Hofstede's research:

⁵ Триандис Г.К., Триандис Г.С. Культура и социальное поведение. /Г.К. Триандис; Пер. с англ. В.А. Соснин. -М.: ИНФРА-М, ИЗДАТЕЛЬСКИЙ ДОМ «Форум». 2007. - 384 с. (kirilgan sana :01.03.2012)

As a result of comprehensive empirical research conducted by Gert Hofstede, differences arising from the cultural context of structural units, concepts, and perceptions existing within different national cultures were identified. According to the scholar, the attitude towards these concepts is determined by the specific culture of each society, and it is precisely these relations that play a key role in the formation of business culture in different countries.

Hofstede's research developed a system of five main criteria that allow measuring culture - that is, cultural dimensions. These dimensions include:

"Power Distance is a measure that reflects the attitude towards inequality in society. In societies with a large power distance, hierarchical differences between leaders and ordinary employees are perceived as natural and self-evident. On the contrary, in cultures with a small power distance, leader-employee relationships based on equality, openness, and communication are of paramount importance.

Individualism - collectivism (Individualism vs. Collectivism) - this criterion shows the relationship between personal freedom, independence, and individual interests and collective interests, loyalty to social associations. In individualistic societies, people strive to make independent decisions, while in collectivist societies, group interests are prioritized over individuality.

Masculinity vs. Femininity - this dimension reflects dominant qualities that are valued in society. In "male" cultures, competitiveness, the pursuit of achievement, and material success are valued. In "women's" cultures, care, cooperation, and the pursuit of a quality life are priorities.

Tolerance towards uncertainty (Uncertainty Avoidance) is a measure that reflects how members of society react to uncertainty and uncertainty. In the case of avoiding a high degree of uncertainty, society prefers strict rules, discipline, and security. The absence of fear of low uncertainty is characterized by a propensity for innovation, openness to change, and flexible approaches.

Long-Term vs. Short-Term Orientation - this dimension determines society's attitude towards time. In a culture of long-term orientation, people are patient, strategically thinking, and ready to invest in future success. Short-term orientation will be associated with adherence to traditional values, the pursuit of today's success and stability."

These cultural dimensions directly influence such processes as the formation of corporate culture, communication between employees, leadership styles, management strategies, and the adoption of moral values. Especially in the activities of transnational corporations, taking into account these dimensions is important in preventing intercultural misunderstandings in the work environment, forming a balanced system of corporate ethics, and implementing socially responsible management.

In a country with such a rich historical and cultural heritage as Uzbekistan, the study of the specifics of national business culture based on these criteria creates the necessary theoretical basis for harmonizing national and global management practices.

Features of the "medium" type of Russian business culture in the classification of Gert Hofstede and their analysis in the context of Uzbekistan

In the mid-1990s, Gert Hofstede, based on his extensive previous research, put forward an approximate description aimed at studying business culture in the countries of the former Soviet Union. It should be noted that Hofstede did not conduct direct empirical research on Uzbekistan, since IBM, where Hofstede worked in the early 90s of the 20th century, did not have branches in most of the independent republics of the former Soviet Union. Nevertheless, the scientist made a number of observations on business culture based on various indirect sources.

According to him, "the culture of Russia and Ukraine is characterized as "medium," that is, "middle-level." This characteristic, first of all, means that in the business environment of Russia and Ukraine, the value system, according to many criteria, does not deviate either individualistically or collectivistically, but occupies a middle position. For example, the value indicators of Russian and Ukrainian culture approach the central (neutral) points of the value scale according to the following criteria:

Goal orientation - personality orientation

Low context - high context

Neutral attitude - emotional expressiveness

Individualism - Collectivism."

This means that in Uzbek culture, both an interest-based approach and personal relationships play an important role in decision-making. At the same time, in communication, there are cases of information being expressed not directly, but indirectly (highly contextual), as well as the manifestation of emotional states in the business process.

Conclusion

In conclusion, it can be said that corporate ethics should be considered not only as a means of ensuring moral stability within the organization, but also as a reflection of common moral values in society. Analysis of the direct influence of national culture on the business environment based on cross-cultural research by scientists such as Gert Hofstede is important in the formation of a national model of corporate governance. In the conditions of Uzbekistan, this process should be carried out not only through intra-organizational reforms, but also through the deep integration of the principles of honesty, openness, and social responsibility in the entire business environment.

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