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GLOBAL CONVERGENCE OF BUSINESS ETHICS

Глобальная конвергенция деловой этики

Despite the processes of globalization, international business continues to face a fundamental contradiction between traditional national models of corporate culture. On the one hand, the established Eastern paternalistic-collectivist model maintains its position. It is characterized by a rigid hierarchy, corporate paternalism, and normative labor relations, often leading to professional burnout and the restriction of individual initiative [1, p. 58–62]. In contrast, the Western meritocratic-individualistic model is gaining development, proclaiming the values of low power distance, workers' rights, and work-life balance. The problem is that the direct borrowing and attempt to mechanically implement Western principles in Eastern companies often prove unsuccessful, generating resistance and failing to achieve the desired increase in efficiency, work quality, and attractiveness for employees. Therefore, the aim of this research is to study contemporary trends in business ethics, in particular the conditions for the successful convergence of Eastern and Western cultural models, focusing on their adaptive synthesis rather than mechanical replacement.

Statistical data from international organizations confirms increasing pressure for transformation. According to global reports (e.g., Deloitte Global Human Capital Trends), over 80 % of company executives worldwide, including the Eastern region, cite creating a flexible and inclusive corporate culture as their key priority [3]. At the same time, in countries such as Japan and South Korea, government initiatives (for example, «Premium Fridays») are directly aimed at combating the culture of excessive overtime («karoshi»). This indicates a recognition of this problem at the highest level and is a direct response to the standards demanded by investors (ESG).

The initial impetus for convergence comes from a number of global factors that make the isolation of traditional models impossible. The «war for talent» plays a key role: to attract and retain modern workers, whose career expectations are shaped by global standards, companies are forced to offer conditions based on individualism, flexibility, and openness. Furthermore, the pressure of the ESG agenda forces corporations to pay attention to the «social» component, namely: ensuring psychological safety, equal and fair opportunities, and workers' rights. Finally, established global value chains require Eastern

partners to comply with the same standards as Western companies, including in the field of corporate ethics.

However, the success of these trends is determined primarily by the quality and effectiveness of the practices used. Management practice has demonstrated that simply copying Western HR tools (for example, implementing absolute feedback while maintaining vertical power structures) without considering the cultural context leads to their formal application and rejection. A key factor for sustainable development becomes the adaptation of Western institutional principles to the local socio-cultural environment while preserving cultural identity. An example is the implementation of elements of horizontal communication not by destroying the hierarchy, but by creating special cross-functional project groups with a unique status.

In summary, the proclamation of Western principles does not serve as the basis for successful integration. The key success factor is the synthesis of models, not replacement. Successful examples of convergence demonstrate how the strengths of the Eastern model are combined with Western elements, forming a highly effective corporate environment. The choice of a specific adaptation path depends on the national context, the company's history, and the management's readiness for profound institutional changes.

References

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SOCIO-CULTURAL ASPECTS OF ECONOMIC COOPERATION BETWEEN THE REPUBLIC OF BELARUS AND THE PEOPLE'S REPUBLIC OF CHINA WITHIN THE «BELT AND ROAD» INITIATIVE

**Социокультурные аспекты экономического сотрудничества
между Республикой Беларусь и Китайской Народной Республикой
в рамках инициативы «Один пояс – один путь»**

The relevance of this study is determined by the growing importance of socio-cultural factors in the implementation of international economic projects in the context of