

Trust as a basis for ensuring sustainable interaction of market agents

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Abstract. The article undertakes an interdisciplinary theoretical analysis of the content and conditions of trust, which allows the cost-effective use of other resources. Ethical principles and regulators of the formation of trust, as well as an economic approach to assessing the measure of trust between agents of market relations, are substantiated. The category of trust has an economic content, since its absence in the relations of market agents leads to increased values of losses, and hence to a decrease in the effectiveness of the marketing management system. Agents of a market economy, depending on the current situation, need to be able to determine the measure of trust that they can provide to each other in the implementation of transactions. A toolkit for a quantitative assessment of a measure of confidence is proposed, the basis of which is the observance of ethical standards. However, with any measure of confidence, there will be losses due to the persistence of cases of immoral transactions. It is necessary to find its optimal measure according to the criterion of minimum losses from transactions. It is concluded that the current level of trust will lead to its further approval as a norm. Each situation has its own optimal measure of confidence. The article reveals the role of cultural and ethical regulators in the management of sustainable development. A business organization is considered as a target community, which is directly related to the categories of "values" and "value orientations". In this context, culture and corporate ethics are presented to manage the sustainable behavior and economic interaction of people both in the internal environment of the organization and in the external marketing environment. The authors note the need to consider the fact that strict regulation of the methods of employees' actions can lead to the destruction of a certain professional and ethical position. According to the results of the study, it was proved that in the process of managing an organization, it is necessary to take into account the characteristics of culture in organizational relations, since they make it possible to judge the effectiveness and efficiency of decisions made, taking into account socio-economic and moral consequences.

1 Introduction

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In modern socio-economic conditions in Russia, the managerial problem of coordinating the interests of individual and group participants in market relations is being updated. There is a need to develop a methodology, methods for analyzing and evaluating the formation of trust between these participants. The study of the process of formation of trust in the system of market relations is connected with the understanding of the nonlinearity and elasticity of dynamic processes in complex social and economic systems. Culture acts as a means of developing a business organization, its spiritual (non-material) strategic potential. The digital model of the economy implies not only a change in the principles of building a business, but also a transformation of consciousness, including the morality of participants in business relations, based on the idea of sustainable development and trust. Information and knowledge technologies are aimed at establishing mutual understanding between those employed in the organization, its customers, partners.

Since 2020, in the Russian society, under the influence of epidemiological, economic and social factors, the trend of emotional exhaustion, fatigue, anxiety in organizational relations has increased, which has led to a decrease in motivation to work, increased cynicism, and indifference to consumers. Corporate ethics should not be based on the utilitarian principle of maximizing overall social and economic utility [1].

The transition from the traditional to the modern type of trust does not give confidence that the interactions between various subjects of market relations will meet social and ethical requirements. The systemic crisis experienced by Russian society acts primarily as a crisis of people's value orientations that determine their economic behavior. Morality turned out to be tangibly dependent on the state of the economy. During periods of economic instability in society at its various levels, bursts of immoral behavior are observed. Depending on the depth of the crisis, the amplitude of these surges will be different, which in turn again affects the efficiency of economic processes, in other words, causes an increase in economic visible and latent losses. A vicious circle is observed, it can unwind further, especially since the modern type of trust is characterized by the impersonality of interacting agents and the uncertainty of the external environment. To stop this destructive process, institutional mechanisms (agreements, contracts, legislation) and morality (proclaimed business ethics) are connected. However, these mechanisms do not fully create an atmosphere of trust for market agents in solving economic problems. Institutional transformations in the economic sphere become truly irreversible only when they are accepted by society and fixed in the system of values that this society is guided by. Each manifestation of a value worldview carries normativity, characterizing the "face" of both society as a whole and an individual, because only such a value worldview stimulates the beginning of the development of social and personal morality in specific historical economic conditions. It acquires social significance to the extent that it becomes the property of most people, enters into their practical relations, penetrates into their consciousness and feelings. The purposeful formation of the value worldview of an individual, a socio-economic group, corresponding to socially significant values, makes it possible to develop a single guiding rod for their moral and social position in economic relations.

2 Literature review and methods

The ethical, sociological, economic aspect of trust is studied from the standpoint of the theory of social systems, functionalism, structuring, rational choice, risk, social capital, interactionism and social exchange, social networks, institutional, activity approach, within the framework of the network paradigm [2-7]. One of the first researchers of the problem of achieving certain exchange results in target markets, based on the harmonization of the interests of the organization, consumers, and society, is P. Kotler [8]. Marketing

management is aimed at identifying the key needs of the individual, organizations, society and the state in the relevant services, products and meeting the demand for them through the exchange in an optimal way. Management should be planned and implemented with a focus on the needs of target social groups and based on the concept of partnership marketing [9; 10]. The management concepts of the late 20th and early 21st centuries are characterized by a return to a rational approach based on the development of the theory of understanding. This became possible thanks to a new stage in the development of information and communication technologies, as well as the strengthening of the influence of technological progress on various social institutions. Neorationalism leads to the consideration of management as a phenomenon based on the needs and interests of human activity.

The scientific, theoretical and methodological basis of this study is the systemic and dialectical approaches to management, according to which it is considered as a multi-level, open and dynamically developing social system. The authors apply an activity approach, from the perspective of which organizational culture is considered as a special form of management. The authors used statistical, mathematical methods, methods of applied sociological research (questionnaires, semi-standardized interviews).

3 Results and Discussion

The fundamental prerequisite for effective management activity is the subject's focus on identifying personal, group, social values, appealing to them. The successful achievement of these goals is possible on the basis of trust, subject to mutual understanding, maintaining a communicative exchange to ensure cooperative mutual assistance, and coordinating actions of great complexity. Trust is the basis of management in social, political, economic relations, allows various actors to interact with each other. Trust is expressed in the desire of a person, a social group to represent environmental objects, their possible actions and their intended actions as safe, reliable and useful, i.e., valuable values. A culture of trust/distrust in civil society implies the predominance of trust based on knowledge of the social partner, mutual respect and mutually beneficial parity cooperation based on common goals, values and interests [11]. Trust arises in relationships that have meaning and value for the interaction agents.

To optimize interaction, it is important to know what constitutes the basis of trust or distrust, and only then take measures to neutralize the influence of negative factors. Effective management activities and the related implementation of the strategic goals of business organizations is possible in a stable situation. Depriving an actor (individual, group, organization) of the possibility of an expedient, loyal way of social self-assertion often leads to the forced substitution of rational ways of interaction with uncivilized and inhumane ones. Coordinating the interests of agents operating in the socio-economic space is to provide them all with the opportunity to find expedient, legal, humane ways for their social self-affirmation, i.e., their self-development, self-preservation.

Agents of a market economy, depending on the current situation, need to be able to determine the measure of trust that they can provide to each other in the implementation of transactions. But how to evaluate the measure of trust? A toolkit is required to quantify the measure of trust, the basis of which is the observance of moral standards. Accordingly, it is necessary to search for a quantitative assessment of moral standards. The interdependence of moral relations on the state of the economy is known: the more the economy enters a crisis state, the more fraudulent transactions occur. In this regard, having a certain amount of statistical data, it is possible to measure the level of morality in economic activity according to the formula (1): In this regard, having a certain amount of statistical data, it is possible to measure the level of morality in economic activity according to the formula (1):

$$H(i)=1 - NIT(Li)/TND \quad (1)$$

Where $H(i)$ is the level of morality of the i -th state of a certain sphere of the economy, its value varies from 0 to 1. Morality extremes:

- with $H(i)=0$ we obtain a completely immoral society;
- with $H(i)=1$ we have an ideal society;

Li is the level of stability under the i -th state of the studied sector of the economy, estimated in points by experts;

$NIT(Li)$ is the number of illegal transactions;

TND is the total number of deals in the industry under study.

If formula (1) is presented in terms of monetary units of measurement, then formula (2) can be obtained:

$$H(i)=1 - \sum U\Delta(Li)/\Delta I \quad (2)$$

Where $\sum U\Delta(Li)$ is the sum of losses resulting from the actions of fraudsters and which are incurred by honest entrepreneurs under the i -th state of the economy of the industry under study. It is possible to decipher the list of losses that are associated with fraudulent transactions: moral damage that an honest agent feels and whose level of trust falls, which reduces the effectiveness of his actions in the future, and this affects the efficiency of the country's economy as a whole. For example, the competitiveness of an enterprise falls; the damage associated with the depreciation of resources due to their freezing and inflation, as well as the invisible damage from their alternative use; the lack of tax revenues in the country's budget, and hence social programs suffer.

ΔI is the amount of income from all transactions made. The period of time during which calculations are carried out according to formulas 1 and 2 can be different: month, quarter, year, etc. The period during which calculations are made according to formulas 1 and 2 can be different: month, quarter, year, etc.

Formula (2) can be used to predict the value of $\sum U\Delta(Li)$. To do this, you first need to develop a quantitative scale of morality for various states of the economy based on the study of real statistics of the existence of a relationship between $H(i)$ and $\sum U\Delta(Li)$, ΔI . According to statistical data, each state of the economy can be assigned a certain value of $H(i)$. When determining the forecast value $\sum U\Delta(Li)$, the value of ΔI must be discounted considering the inflation rate corresponding to the i -th future state of the economy of the industry under study. The expected value of $\sum U\Delta(Li)$ will correspond to the value of losses in the whole industry or organization, i.e., it depends on the scale of calculations. If the data are obtained for the entire industry, then to go to the level of the enterprise, you can calculate the average value of the losses attributable to one firm. Next, the optimal measure of confidence is determined, which corresponds to the development strategy of a business organization.

The level of morality of behavioral economics determines whether market agents will trust each other. Many of them strive for trust and conscientious work on mutually beneficial terms, thereby receiving certain gains and becoming competitive. This means that competition encourages more market agents to trust each other. However, risks and uncertainties remain. Under these conditions, a toolkit is needed to quantify the measure of confidence. However, with any measure of confidence, there will be losses due to the persistence of cases of immoral transactions. It is necessary to find its optimal measure according to the criterion of minimum losses from transactions. This gives reason to expect that the level of trust currently enshrined will lead to its further approval as a norm.

The process of emergence of trust is associated with the satisfaction of the basic needs of interacting agents. In this case, one of the agents acts as a producer, and the other as a

consumer (although several producers can unite and create a joint venture). The manufacturer sells his products and thereby achieves the goal, which ultimately allows him to satisfy all his active needs. The consumer, by purchasing the manufacturer's products, satisfies his needs and thereby participates in the realization of his interests and goals. The manufacturer must also help the consumer to fully satisfy his needs by selling him the required quality products under appropriate conditions. Thus, the process of meeting the basic needs of subjects (stakeholders, consumers) is associated with the use of the results of the transformation of economic resources in the object of management. The control object unites different subjects. The level of trust can increase as the consumer gets closer to managing the facility. Trust arises not only from the use of a quality product by the consumer, but also as a result of the participation of the consumer in managing the state of the object.

The approach of the consumer to the management of the object (which expresses confidence in the consumer) can lead to economic losses: for example, damage or theft of goods, delay in payment for a trade credit, distortion of information, etc. If the consumer is not allowed to participate in managing the state of the object, then certain needs of the consumer will not be satisfied, and it may move to another subject. How much can a manufacturer trust a consumer? After all, the more it allows the consumer to participate in managing the state of the object, the greater the losses can be. But if you do not allow the consumer to participate in managing the state of the object at all, then feeling distrust on the part of the producer, he will move on to another. In this case, the manufacturer will incur losses from the consumer leaving him. These arguments suggest that there must be a certain measure of trust between subjects.

It is proposed to determine the measure of confidence according to formula 3. Its values will be in the interval (0; 1). At $\mu=0$, the process of relationships between business entities is characterized by a low level of trust, and at $\mu=1$ – its highest level.

$$\mu = P_c/P_o \quad (3)$$

Where P_c is the number of object state management processes transferred to the consumer; P_o is the total number of object state management processes.

The measure of confidence μ , taking into account the above reasoning, should take the optimal value according to the criterion of the minimum amount of losses U_s (4): losses as a result of damage or theft of goods, delay in payment for a trade credit, distortion of information $U\Delta(L)$; losses due to the departure of customers from the regular customers of U (fig. 1). Fig. 1 shows that the value of the confidence measure will be optimal μ_{opt} at the minimum value of the total losses U_s .

$$U_s(\mu) = U\Delta(L_i) + U \quad (4)$$

In formula 4 there is a parameter - the level of stability of the economy of the industry (country) L_i , the value of which affects the value of $U\Delta(L_i)$. There are several levels in the state of the economy of the industry L_1, L_2, L_3 . At the same time, the less stable the economy, the higher the unemployment rate, the lower the incomes of various social groups of consumer subjects, therefore, cases of causing losses (immoral behavior) to the manufacturer by the consumer are more common, i.e., $U\Delta(L_1) < U\Delta(L_2) < U\Delta(L_3)$. At L_3 , the economy of the industry is the least stable, so the losses from the increase in the number of processes transferred to the consumer are higher. With a constant number of consumers, the proportion of cases of theft of a product or financial resource becomes larger. As seen in fig. 2, the confidence measure for parameter L_3 should be significantly smaller, i.e. the number of object state management processes passed to the consumer must be less than

with parameters L1 and L2. The confidence level will be higher, i.e. will be closer to 1, with the parameter L1.

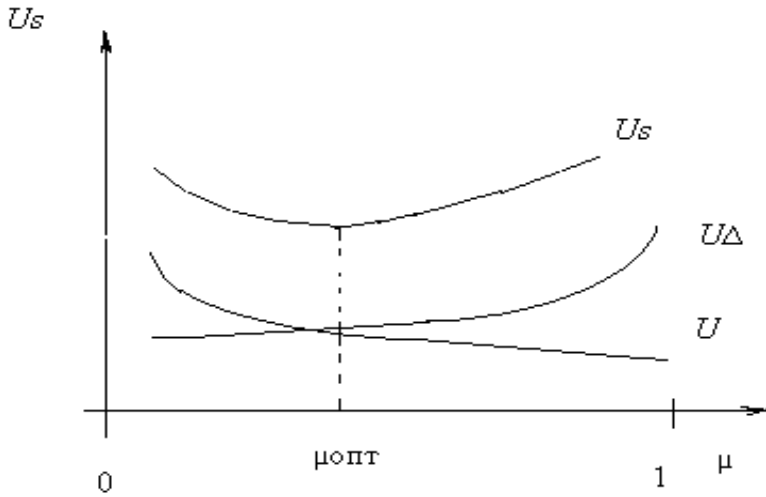


Fig. 1. Optimization of the producer-consumer confidence measure.

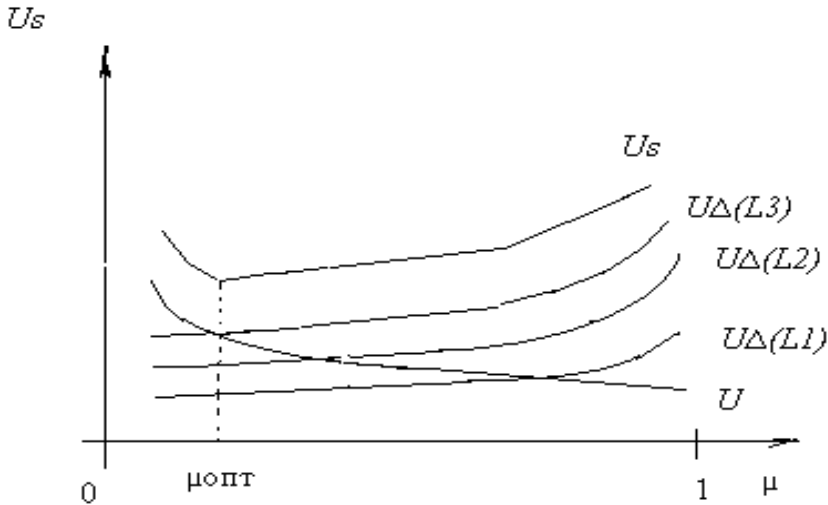


Fig. 2. Optimization of the confidence measure of the producer to the consumer with the parameter of stability of the external environment L3.

Summarizing the above, the following methodology for assessing the optimal measure of confidence for the organization is proposed.

1. We represent formula (2) as formula (5)

$$\sum U\Delta(L_i) = (1 - H(i)) \cdot \Delta I \tag{5}$$

2. On the basis of real statistics, for each combination of $\sum U\Delta(L_i)$ and ΔI , we determine the value of $H(i)$. There can be several such values or correspondences, while the obtained values of $H(i)$ must lie in the range from 0 to 1.

3. Make an expert forecast $H(i)$.

4. For the obtained value of $H(i)$, select the value ΔI on the scale and then discount it considering the inflation coefficient and the value of the time period for which the forecast is made.

5. Substitute the calculated values of $H(i)$ and ΔI into formula 5 and determine the value $\sum U\Delta(L_i)$. The expected value of $\sum U\Delta(L_i)$ will correspond to the value of losses in the whole industry or organization, i.e., it depends on the scale of calculations. If the data are obtained for the entire industry, then to move to the level of the enterprise, it is possible to calculate the average value of losses $\sum U\Delta(L_i)_{av}$, per firm with the help of experts.

6. Next, the optimal measure of confidence is determined, which should contribute to the implementation of the development strategy of the organization under study. A table is compiled for the values of μ lying in the range from 0 to 1. For each value of μ the values U and $U\Delta(L_i)$ are calculated. The calculated values are entered in table. 1.

Table 1. Losses $U\Delta(L_i)$ and U for different values of the confidence measure μ .

μ	0	1
$U\Delta(L_i), \$$						
$U, \$$						
$U_s(\mu), \$$						

Based on the table 1, a graph is built (fig. 1) and the optimal confidence measure μ_{opt} is found for one situation. For another situation, all points from 1 to 7 are repeated, and μ_{opt} is found again, but with a different value corresponding to the economic situation.

Thus, for each situation there is its own optimal measure of confidence. The category of trust has an economic content, since its absence in relations between market agents leads to increased losses, and hence to a decrease in the efficiency of the management system. Therefore, in marketing management, it is necessary to proceed from the model of subject-subject relations, which considers the sources of participants' motivation. This model is based on the principle of mutual understanding of interests, joint creation of values. It is these relationships that are a necessary condition for the formation, maintenance of trust and sustainable interaction.

As an example, for evaluating a measure of confidence, consider the retail activities of a garden center. The store uses self-service, i.e., $\mu=0.3$. Business processes in relations with consumers include consultations, sales, seminars. The maximum flow of buyers is observed from the end of January to May. Despite the installed video surveillance, theft occurs in the store. Under such initial conditions, we will determine the optimal measure of confidence, which should contribute to the implementation of the development strategy of the business organization under study based on the formation of customer confidence.

First, a table is compiled for the values of μ , which lie in the range from 0 to 1. For each value of μ , the values of U and $U\Delta(L_i)$ are calculated. The value of $U\Delta(L_i)$ for each μ is obtained with the involvement of experts and statistical data for 2018-2021. At the same time, the value of $U\Delta(L_i), \$$ is the cost of equipment and the costs associated with covering losses due to theft and damage to goods by buyers.

The value of $U, \$$ is the average loss when buyers leave for another seller due to poor service.

Let us calculate various cost options $U\Delta(L_i)$ that the organization can afford:

- option 1 for $\mu=0$: 0\$.;
- option 2 with $\mu=0.3$: \$1000 - the sum of the cost of three video surveillance cameras at \$167 and the cost of covering losses due to theft, damage to goods;

- option 3 with $\mu=0.5$: \$1167 – 4 cameras for \$167 and losses;
- option 4 with $\mu=0.7$: \$1333 – 5 cameras for \$167 and losses;
- option 5 with $\mu=0.8$: \$1500 – 6 cameras at \$167 and losses;
- option 6 with $\mu=1$: \$1667 – 7 cameras for \$167 and losses.

The average check for a consumer purchase of a product is \$50.

Let us calculate the average loss U due to the transfer of buyers to another seller.

With $\mu = 0$, $U = \$2500$, since 50 buyers will move to another seller, i.e., 50 people $\cdot 50 \$ = \2500 .

With $\mu = 0.3$, $U = \$800$, since 16 buyers will move to another seller, i.e., 16 people $\cdot 50 \$ = \800 .

With $\mu = 0.5$, $U = \$650$, since 13 buyers will move to another seller, i.e., 13 people $\cdot 50 \$ = \650 .

With $\mu = 0.7$, $U = \$300$, since 6 buyers will move to another seller, i.e., 6 people $\cdot 50 \$ = \300 .

With $\mu = 0.8$, $U = \$50$, since 1 buyer will move to another seller, i.e., 1 person $\cdot 50 \$ = \50 .

With $\mu = 1$, the value $U = \$0$, since 0 people will move to another seller, i.e., 0 people $\cdot 50 \$ = \0 .

The calculation results are summarized in table 2.

Table 2. Losses $U\Delta(L_i)$ and U for different values of the confidence measure μ .

μ	0	0.3	0.5	0.7	0.8	1
$U\Delta(L_i), \$$	0	1 000	1 167	1 333	1 500	1 667
$U, \$$	2 500	800	650	300	50	0
$U_s(\mu), \$$	2 500	1 800	1 817	1 633	1 550	1 667

Based on the data in Table 2, we find the optimal measure of confidence for the situation in which $\mu_{opt} = 0.8$. This means that 80% of all processes can be transferred to the management of a trading enterprise to the Buyer entity.

It is important to understand that society achieves development at the moment when its organization is strengthened, but the social organization functions and develops in the socio-cultural environment and has a unique internal moral space [12; 13]. Organizational culture acts as a means of managing organizational behavior, and the criterion for its quality is consistency with the culture of making managerial decisions related to the assessment of their social and moral consequences [14; 15; 16]. H.E. Shein defines organizational culture as a certain pattern (scheme, model, framework) of collective basic ideas acquired by a social group in solving the problems of adaptation to changes in external and internal integration, the effectiveness of which is sufficient to consider it valuable and transfer it to new members of the group as the correct system of perception and consideration of these problems [17]. The need to teach new members of the social group is emphasized as the only true way to comprehend anything, think and feel. In the studying organization, all management decisions regarding business processes, the methods and means of its tactics and the strategy of economic activity must be considered the object of joint critical reflection and reflection [18]. The transformation of organizational culture is a long process, the influence on which is always indirect in nature and requires a sufficiently deep analysis of its features and history [19; 20]. The motivation system helps employees direct their efforts in such a way as to contribute to the achievement of organizational goals [21; 22]. The goal-setting function of organizational culture involves the formation of a mission, vision of a business organization, tasks for all its structural elements. The function of organizational culture, associated with the internal integration and external adaptation of the organization, is that it defines and combines the mission, strategic vision, values of the members of the organization into a single corporate philosophy, contributes to the

formation of a strong consistent brand. Thanks to organizational culture, a common language, norms of behavior, systems of incentives and sanctions are developed, and effective communication between participants is ensured. For the survival and sustainable development of an organization, it is necessary to be able to adapt to the dynamic conditions of the external environment, to integrate its parts into a single whole. According to the results of the research, it was found that among the four cultural dimensions of organizational culture (group, developmental, hierarchical and rational), developmental culture is the strongest predictor [16]. A number of researchers are of the opinion that the ethical reputation of a company is a kind of personification of its ethical capital [23; 24]. Corporate ethics is associated with the development of the spiritual and social potential of agents of business, market interaction, taking into account the influence of situational variables.

The results of sociological studies of social problems of the implementation of innovative potential, the development of organizational culture, conducted at three large Russian industrial enterprises, show a violation of the principle of corporate ethics, which focuses on understanding a person not only as a carrier of a professional, labor function, but as a holistic personality, knowledge and experience of which are combined with personal responsibility to the social environment. In the course of studying the opinions of the sample population, which included personnel and managers, the main targets were identified - maximum profit (49.1%), survival in market conditions (46.6%), competition and encouragement of individualism of employees (37%), permanent staff rotation (54%). The only unifying value orientation was the guarantee of stable earnings (managers - 60%, employees - 57%). The other proposed options were not included in the priority values of the management personnel of enterprises. A discrepancy between perceived values and real behavior, those value orientations that are declared, and the real spiritual, social needs and interests of workers and middle managers has been established. Values have an impact on the life and work strategies of the individual and the working group.

The presented conclusions are based on the analysis of answers to the following questions:

“Is it true that the use and development of employees in the enterprise is carried out purposefully and thoughtfully in accordance with the mission, long-term goals of the organization's development?”. The answers were distributed as follows: “quite right” - 20% of the surveyed management personnel, 3% of the surveyed employees; “rather right than wrong” - 20% of management personnel, 17% of employees; “rather wrong than right” - 53% of management personnel, 24% of employees; “completely wrong” - 7% of management personnel, 50% of employees; 6% of employees found it difficult to answer.

“Is it true that the majority of the employees of the administrative apparatus sincerely care about the subordinates entrusted to them?”. The answers were distributed as follows: “quite right” - 7% of the surveyed management personnel, 0% of the surveyed employees; “rather right than wrong” - 47% of management personnel, 13% of employees; “rather wrong than right” - 33% of management personnel, 37% of employees; “completely wrong” - 13% of management personnel, 50% of employees.

The futility of contacting managers on personal issues is recognized by 50% of the surveyed employees, since this does not contribute to the solution of their issues. Unlike employees, managers recognize the need and importance of their regular training and development, although this does not happen often in the enterprise. Particular attention, according to managers, should be given to such forms (in descending order) as self-education; supervision, instruction, mentoring; refresher courses. However, both managers (94%) and employees (99%) admit that their company focuses only on work, employees have neither time nor opportunity to develop. Such intangible productivity factors as the moral and psychological climate, self-realization in work, leadership style, social

significance of work received a small number of managerial elections. The ethical factor determines the power-management and labor relations in the organization. If, in general, relations in the team are assessed by both categories of respondents as “depending on the situation: friendly or hostile”, then 53% of the representatives of the work team are indifferent to their immediate supervisors, and 30% are negative, with antipathy. Approximately the same assessment of attitudes on the part of employees is given by managers themselves. The nature and direction of management determine value orientations. The ability of management to consider the existing culture in organizational relations is an indicator of management culture [25]. Marketing management is based on the use of knowledge in the process of finding the most effective and optimal ways to apply the available information in order to obtain the desired results.

4 Conclusions

Thus, the authors carried out an interdisciplinary theoretical analysis of the content and conditions of trust, which is a condition for ensuring sustainable interaction of agents in modern economic systems. This condition must be considered in marketing management. Ethical principles and regulators of the formation of trust, as well as an economic approach to quantifying the measure of trust between agents of market relations, are justified. Ethical regulators determine organizational and managerial relations, ensure sustainable organizational development. A stable membership in a business organization does not necessarily indicate a high degree of social satisfaction. People become opposed to those areas of activity in which they are forced to interact with well-organized sets or social systems (for example, ecological complexes, information structures created by man; high technologies; culture-intensive goods). The results of the conducted research allow us to assert that the freedom of decision-making is based on moral responsibility. Corporate ethics must be oriented towards the maximum increase in the benefits for community members, the quality of life, based on the principle of respect for the interests of not only the organization, but also stakeholders, society in the future. In this regard, it is corporate ethics that acts as a means of building trust that ensures sustainable interaction between market agents.

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